



**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY**  
**UNIT 29351**  
**APO AE 09014-9351**

S: 1 October 2004  
23 August 2004

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR 2004-2005 Winter Safety Campaign

This memorandum expires 1 May 2005.

**1. REFERENCES**

Enclosure 1 lists references.

**2. COMMANDER'S INTENT**

The intent of this campaign is to save lives by implementing a combination of both new and proven risk-management techniques while sustaining our efforts in supporting the Global War on Terrorism, operations in the Balkans, and Army Transformation / Global Rebasing.

**3. PURPOSE**

This memorandum outlines the USAREUR 2004 / 05 Winter Safety Campaign, which will run from 1 October 2004 through 30 April 2005. Enclosure 2 provides a summary of tasks associated with this campaign.

a. The purpose of this campaign is to—

- (1) Support the Army *Be Safe* campaign by aggressively promoting safety awareness.
- (2) Bring brigade- and lower-level safety programs to standard. This includes ensuring commanders, noncommissioned officers (NCOs), and collateral duty safety personnel are trained and have the tools they need to do their job.
- (3) Provide a comprehensive, proactive means for identifying winter ground, aviation, and off-duty hazards, and for mitigating anticipated risks.
- (4) Implement and monitor risk-mitigation measures in ongoing training and operational missions to ensure the safety of personnel supporting the Global War on Terrorism and Stabilization Force (SFOR) and Kosovo Force (KFOR) tactical operations.
- (5) Achieve the overarching, command-wide goal of ensuring no loss of life and minimal injuries and equipment damage during the winter season. This objective supports the Army *Be Safe* campaign and the Secretary of Defense goal of reducing accidents by 50 percent.

b. We must transfer our risk-identification and management efforts from our summer to winter activities and operations. These activities and operations include redeployment, reintegration, reconstitution, and retraining (R4) operations; deployment operations; rear

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detachment activities; day-to-day operations; garrison and field training; movement operations; and support activities. Of equal importance is our effort to prepare Soldiers, civilians, and family members for the hazards of off-duty activities. Targeted training, thorough hazard identification, intensive risk management, and strong leadership involvement are critical to this campaign's success.

c. We must plan for winter environmental factors. Fewer hours of daylight, low temperatures, freezing precipitation, road ice, and fog all impact operations. Traffic congestion on host-nation roads on Friday afternoons and during winter vacation periods also affects our ability to execute our mission.

d. Our junior officers and NCOs are critical to the success of unit safety programs. Higher-level leaders (particularly battalion commanders and their command sergeants major) must be committed and dedicated to accident prevention and deeply involved in the risk-management process to ensure the safety of our Soldiers. Junior officers and NCOs have the support and tools necessary to positively affect our young and maturing Soldier force. It is essential that junior leaders accept responsibility for spearheading unit winter safety programs. Senior leaders must lead this effort by establishing policy and standards, initiating programs, checking program implementation and execution, and enforcing compliance through the chain of command. By working together, our entire chain of command can ensure a safe and effective environment.

e. During the campaign timeframe, the United States Army Southern European Task Force (USASETAF), the 1st Infantry Division, and a wide range of Corps and USAREUR enabling units will not be here to command and control elements that remain in the central region. In addition, the 1st Armored Division and selected Corps and USAREUR units will be executing the final R4 phases. While I have great confidence in the rear detachment organization and operations of these units, it is essential that we provide leadership and ensure safety is emphasized in their areas of responsibility.

f. Noted USAREUR elements will be in transition following their deployment, and their safety programs will require strengthening or reconstitution. A major part of this campaign is to certify each unit as "safety trained." This process is central to bringing units to the highest state of readiness.

g. The return of units to the European theater after extended deployments will result in personnel entering an unfamiliar environment with unique hazards. Commanders will identify these personnel and bring them up to speed as part of their organization reintegration and retraining plan. Personnel unfamiliar with the unique winter safety risks in a European environment increase the risks associated with redeployment.

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h. USAREUR operations in the Balkans and elsewhere outside the immediate central region and Italy are included in this campaign. An important part of this campaign is ensuring the safety of Soldiers involved in mission readiness training, mission execution, and redeployment operations.

i. USAREUR is engaged in Army Transformation and initial planning for Global Rebasing. In a continuing effort to make our units better, I intend to put full-time safety professionals in our brigade combat teams (encl 3). The HQ USAREUR/7A staff, with the USAREUR Safety and Occupational Health Office as the lead, will provide implementation guidance to meet current and Transformation requirements within resource constraints.

#### **4. WINTER SAFETY PROGRAM REQUIREMENTS**

This paragraph provides USAREUR Winter Safety Campaign requirements and applies to USAREUR major subordinate commands (MSCs) (AE Reg 10-5, app A) and Task Forces Eagle and Falcon. Units deploying from or redeploying into European garrison locations after this campaign begins must comply with campaign requirements at the earliest opportunity to minimize the targeted risk.

**a. MSC Winter Safety Programs.** By 1 October 2004, MSC commanders will develop a winter safety program for their command. Programs will cover both air and ground operations / activities, as well as off-duty safety. The goal of these programs will be to ensure that knowledgeable, dedicated leaders and Soldiers are effectively trained and prepared to prevent winter-related accidents and injuries, both on and off duty. MSC commanders will send their programs to the Chief, Current Operations Branch, Operations Division, Office of the G3, HQ USAREUR/7A. As a minimum, winter safety programs must address the following topics and the specific taskings of the USAREUR Winter Safety Campaign:

- (1) Unit safety-program readiness.
- (2) "Under the Oak Tree" contracts.
- (3) Winter driving.
- (4) Cold-weather injury prevention.
- (5) Field and garrison training (both aviation and ground operations).
- (6) Preparation for deployment and reconstitution, if applicable.
- (7) Privately owned vehicle (POV) and motorcycle safety.

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(8) The integration of off-duty recreation risk avoidance.

**NOTE:** The USAREUR Safety Web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>) and AE Circular 385-1 (to be published during this campaign) provide winter, family, and community safety topics. This Web site can also be accessed through the USAREUR homepage.

**b. Accident Trend Analysis.**

(1) By 15 October 2004, MSC commanders will review and analyze their command accident and injury trends over the past 5 years for risks specific to the organization and not specifically targeted by this campaign. Commanders will use this data to refine targeted training within their organizations.

(2) In preparation for deployment, MSC commanders will use accident data, intelligence, and lessons-learned material concerning the deployment location to prepare commanders and personnel. This information should be used as much as possible during mission rehearsals.

**c. Command Information Program.**

(1) Beginning in September 2004 and continuing throughout this campaign, the Office of the Chief, Public Affairs (OCPA), HQ USAREUR/7A, with the USAREUR Safety and Occupational Health Office and the Safety Office, IMA-E, will publish and distribute safety-campaign articles and materials. These articles will be sent to American Forces Network (AFN) and print media for maximum distribution down to the Soldier and family-member level. Commanders and other leaders will leverage these resources in their ongoing unit campaigns. Safety councils, local media, command channels, e-mail messages, USAREUR Web pages, Bell Sends messages, and safety alerts also may be used to complement unit safety programs. Additional resources are available on the USAREUR Safety Web site at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>, the United States Army Safety Center Web site at <http://safety.army.mil/home.html>, the United States Army Center for Health Promotion and Preventive Medicine Web site at <http://chppm-www.apgea.army.mil/coldinjury/>, and MSC Web sites.

(2) Each MSC commander will submit risk-management ideas, success stories, and challenges for publication in the United States Army Safety Center Countermeasure magazine and Flightfax (<https://safety.army.mil/home.html>). Commanders may also submit items to alternate, DA branch-specific publications or sister-service publications to meet this requirement. Each MSC will submit at least two items for publication during the campaign. A copy of these items and the requests for publication must be sent to the USAREUR G1.

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**d. Unit Safety Certification.**

(1) Units achieve safety certification by providing specified safety training to the commander and the senior NCO, the safety officer or NCO, and military vehicle drivers; and by maintaining access to important Web sites providing safety information. The USAREUR Safety and Occupational Health Office will award certificates to units on completion of certification requirements. Unit safety certification must be maintained as personnel rotate.

(2) It is my intent that commanders achieve full unit safety certification by 30 April 2005. Certification requirements are as follows:

(a) Each brigade, battalion, and company commander must complete the Commanders Safety Course. The Combined Arms Training Center (CATC) can provide information on this course.

(b) Each senior NCO at each command level must complete the Commanders Safety Course, the Senior NCO Safety Course, or the CATC Safety Officer/NCO Course (SOC 40).

(c) Each unit must have at least one SOC 40-trained collateral duty safety officer or NCO on orders and working in his or her responsibility.



**Figure 1. Cody Model**

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(d) Leaders must understand the concept of the Cody Model (fig 1) and be familiar with where to find tools to compensate for “gaps” in experience or knowledge. General Cody, our Army Vice Chief of Staff, argues that a significant part of the challenge with lowering the accident rate is related to the depth of knowledge and experience of the leadership closest to the troops. With that simple revelation, the Army safety leadership began a massive tool-development effort to provide junior leaders “instant expertise” and help resolve our most serious issues. These tools must be coupled with mentoring using a “three-deep leadership” method (“contact-level” leadership backed up with two levels of active leader involvement and associated guidance, mentoring, and assistance). The goal is good decision-making at the right time. Therefore, as part of unit safety certification, commanders will ensure that subordinates have ready access to the risk-management tools available on the United States Army Safety Center and USAREUR Safety Web sites.

(e) Safety officers and safety NCOs must register for the Eur-Safety Net List Server. Aviation safety officers and NCOs should also register for the USAREUR Aviation Safety Officer List Server.

(f) Safety officers and safety NCOs must register with and use the United States Army Safety Center RMIS and the Accident Reporting Automation System (ARAS). (5th Signal Command, 7th Army Reserve Command, and the United States Army Europe Regional Medical Command (ERMC), which officially report accidents to their respective parent major Army command (MACOM), are excluded from this requirement.)

(g) Unit publications clerks must verify subscriptions to the United States Army Safety Center Countermeasure magazine and to Flightfax (for aviation units).

**e. Accurate and Timely Weather Information.** Weather is a risk-multiplier. Winter weather in Europe (particularly Italy and Germany where most of our troops are stationed) can vary greatly and change quickly.

(1) By 30 November 2004, the IMA-E Public Affairs Officer will conduct a media campaign on winter road conditions (USAREUR Reg 385-55, app I).

(2) The USAREUR Safety Web site outlines risks associated with winter weather. Units will use supporting weather-forecast elements and the Web sites they provide to obtain specific information. Commanders and units must understand how wind chill and other complex weather factors can affect their missions, and will conduct mission analyses and risk assessments using the most accurate weather data available. Commanders must also ensure that Soldiers know how to obtain timely weather and road-condition information for planning personal trips. The USAREUR G3 Web page at <https://www.g3.hqusareur.army.mil/divisions/ops/asgconditions/> provides information on road conditions. The USAFE Operational Weather Squadron Web page at <https://ows.sembach.af.mil/regional/ceneurope/> provides weather information.

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**f. Air and Ground Operations Safety, Training, and Education.**

(1) Enclosure 4 provides a USAREUR risk overview. Specific winter safety campaign actions are specified below, except for POVs, which is detailed in subparagraph g below.

(2) Commanders of units involved with garrison and field training as well as ongoing mission-support operations will conduct assessments and train to standard. AR 385-95 and the AE Pamphlet 385-15-series must be used to ensure safety is integrated into applicable training and operational requirements.

(3) Commanders will ensure that cold-weather injury prevention training is conducted no later than 15 November 2004 in accordance with USAREUR Pamphlet 350-7. Detailed information, including the latest wind-chill chart, is available at <http://chppm-www.apgea.army.mil/coldinjury/>.

(4) Over the past 4 years, military and POV accidents accounted for more than 70 percent of our accidental fatalities. POV and motorcycle accidents accounted for 75 percent of our vehicle fatalities, with Army vehicle accidents accounting for the remaining 25 percent. Most of these accidents were preventable. Therefore, this is a prime target for reducing fatalities.

(a) By 30 November 2004, commanders will ensure that all military and civilian personnel who have a military vehicle license (OF 346) for tactical or nontactical vehicles have received winter driver orientation in accordance with AE Regulation 600-55. USAREUR Regulation 385-55, appendix D, provides a program of instruction for this training. Videos and other methods accomplishing the requirement are acceptable. Commanders will ensure that vehicle licenses are annotated to indicate training completion.

(b) By 1 March 2005, commanders will ensure that all personnel who have a military vehicle license are up-to-date with the AR 385-55 accident-avoidance training requirement.

(c) By 1 March 2005, commanders will ensure that all emergency vehicle drivers have received emergency vehicle operator training in accordance with AR 600-55.

(d) IMA-E will form partnerships with host-nation police units, automobile clubs, and similar agencies to take advantage of their knowledge of area high-risk road locations, road safety and emergency procedures, and equipment and educational tools, and share that information with tenant commanders. All commanders will arrange officer professional development (OPD) and noncommissioned officer development program (NCODP) sessions to provide this information. Sponsored activities such as organization days provide excellent opportunities to include family members. IMA-E will update local roadway-danger maps and place these maps on local Web pages. Information on these links will be provided to the USAREUR Safety and Occupational Health Office for consolidation.

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(5) Commanders will ensure that subordinate organizations are receiving, acting on, and reporting compliance with safety-of-use messages (AR 750-6 and USAREUR Reg 750-6). The 200th Theater Support Command Materiel Management Center is the Army in Europe action point for these messages. Accurate message addresses are needed for successful message distribution. Commanders will verify their receipt and internal distribution processes by checking message receipt, distribution, compliance, and reporting against a sample of DA-issued messages applicable to their mission equipment.

(6) Deploying units and redeploying unit rear detachments must have a cadre of personnel trained on railhead loading and unloading operations, as applicable. This training must take place before rail operations and should include a hands-on rehearsal when possible. It is not reasonable to expect training support as operations approach. Commanders will ensure that railhead training is conducted by each unit affected in conjunction with the local base support battalion (BSB) and the servicing branch movement-control team. AE Pamphlet 385-15-2 and the 21st Theater Support Command Safety Office Web site at <http://www.21tsc.army.mil/aerpe/index.htm> provide more information. Remember, no personnel are authorized to be up on vehicles once they are on railcars. Over the last several years, several USAREUR Soldiers have been electrocuted when they came in contact with overhead rail electrical lines. These lines are charged with high-voltage electricity, and coming within 3 feet of these lines will result in gap arching and electrocution. Keep you Soldiers off vehicles and away from electrical lines during rail loading and rail operations!

(7) “Under the Oak Tree” meetings remain mandatory and must be executed according to Bell Sends Message #19-04 and memorandum, HQ USAREUR/7A, AEAGA-S, 10 May 2004, subject: Memorial Weekend—Summer Under the Oak Tree. Unit NCOs must communicate openly with their Soldiers, make a verbal contract, and maintain personal accountability. Enclosure 5 explains this process.

**g. POV Safety.** Several concerns involving POV operation must be addressed. These include winter driving and the reorientation of individuals returning from extended deployments. Individuals returning from extended deployments must receive refresher training on local traffic laws and hazards as part of their reintegration and reconstitution processes. Trip planning is also a concern. The ever-present dangers of operating motor vehicles while under the influence of drugs, prescription medication, or alcohol; and driving while fatigued must also be addressed. Commanders will—

(1) Ensure that Soldiers returning from deployments of longer than 9 months will not be authorized to operate a POV until their license and registration are validated, their vehicle is inspected (if it has been in long-term storage), and they have received a reorientation on driving laws and conditions in the local area.



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(2) Ensure that Soldiers and DA civilians returning from deployments of longer than 9 months who are licensed by USAREUR to operate a motorcycle and are reasonably expected to do so are scheduled to attend a Motorcycle Safety Foundation Basic or Experienced Rider Course unless they have proof that they have attended the course within the last 3 years (for example, a certificate) of the first day of block leave.

(3) Reexamine their POV safety program using resources and ideas from the POV Tool Box on the United States Army Safety Center and USAREUR Safety Web sites. Commanders will ensure that Army in Europe Command Policy Letter 3 is used to develop actions to target high-risk individuals and POV travel. Leaders must get involved to help Soldiers and rear-detachment family members with their extended POV travel plans.

(4) Ensure that Soldiers understand the effects alcohol, drugs, and medications have on vehicle operation. (This must be part of the "Under the Oak Tree" meeting process.)

(5) Ensure a working ride-home or alternative program is in place that helps prevent Soldiers from driving home while under the influence.

(6) Encourage the use of the *Driving to Arrive?* tool on the USAREUR homepage to report positive and negative driving experiences and observations. This data will be used to target dangerous areas and address driving habits. Local Web sites may be developed to collect this information, but information collected must also be provided to the USAREUR Safety Web site.

**h. Risk-Management Training.** By 15 February 2005, commanders will ensure that units and organizations are current with the requirements of FM 100-14 and the training package on the USAREUR Safety Web site. Training on the unit mission-essential task list (METL) is included in this requirement. As an alternative, individuals who are not current may complete the risk-management module (CS1210) of the Commander's Safety Course, with supplemental unit METL-based training.

**i. Awards.** In a recent inspection in USAREUR, the DAIG found little evidence of active safety awards programs within most USAREUR units. Positive reinforcement for safe behavior is the cornerstone of any effective safety program. We have to do much, much better and quickly. Commanders will actively pursue giving recognition and awards to deserving units and individuals for exemplary safety records, exemplary programs, actions that motivate behavioral change, exceptional service in support of the safety campaign, and other deserving reasons. Examples of awards include commanders coins, certificates of achievement, scrolls of appreciation, passes, on-the-spot cash awards for civilians, standard safety-program awards issued according to AR 672-74 and AE Regulation 672-1, and other awards found in AR 672-20 and AE Supplement 1. Any effective safety program includes a dynamic and aggressive safety awards component.

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(1) The USAREUR Safety and Occupational Health Office will—

(a) Issue certificates to all units that complete unit safety certification requirements.

(b) Develop an “Under the Oak Tree” keychain in conjunction with USAREUR Retention Management Division, Office of the G1, for presentation to units that complete unit safety certification requirements.

(2) The *Playin’ it Safe* Award Program that was in effect during the Summer Safety Campaign will continue. Unused Summer Safety awards will be kept and used through 1 May 2005. Units will keep records on awards that are presented.

**j. Measuring Winter Safety Campaign Success.** MSC commanders will use sensing tools at their disposal to evaluate their safety programs periodically and determine program effectiveness down to the Soldier level. This includes determining whether or not—

(1) Individual Soldiers at the squad level know about the program and can explain elements applicable to them.

(2) The “three-deep leadership” method is being used.

(3) Leaders and Soldiers can identify hazards and mitigate risks, and know what tools are available to help them carry out their tasks.

(4) Risk management is seamlessly integrated into on- and off-duty activity planning.

**k. Winter Off-Duty and Holiday Seasonal Safety.** By 15 November 2004, IMA-E will prepare and submit AE Circular 385-1 (Safety Themes) for publication. This circular will serve as a consolidated guide to winter recreation and seasonal hazards. Commanders will use this circular to develop their off-duty safety program as an adjunct to this winter safety campaign. HQ USAREUR/7A will issue holiday Bell Sends messages to reinforce specific aspects.

**l. Special Emphasis Topic: Quarters Fires.** Fires in living quarters (both on and off post) are increasing in the Army in Europe and are almost always preventable. In coordination with area support group (ASG) and BSB fire-prevention programs, commanders will ensure that Soldiers and family members are trained on the causes of these fires, how to prevent fires, and what to do about specific types of fires. IMA-E will review and execute proactive fire-prevention programs. To the maximum extent possible, IMA-E will offer spouses the opportunity for hands-on fire-extinguisher training. These activities should be integrated into BSB National Fire Prevention Week activities in October.

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**m. Special Emphasis Topic: Accident Reporting.** Risk-countermeasure programs are difficult to create without substantiating data derived from accident reports. Commanders will review AR 385-40 and AE Regulation 385-40 to ensure they understand their responsibility for reporting, recording, and investigating accidents. During this campaign, commanders will take special interest in the following:

(1) Accident reports must specify systemic issues and indicate corrective actions taken. Corrective-action statements such as “counseled the individual” are unacceptable as a sole resolution.

(2) The most underreported accidents are personal injuries, which account for the second largest percentage of accidents in the Army in Europe. If a Soldier is injured while off duty and the injury results in time lost on the job, an accident report is required. This includes but is not limited to sports injuries, traffic injuries, and injuries in quarters. Commanders will take steps to ensure this requirement is understood and followed. I expect commanders to routinely follow up with leaders when they see a Soldier who is on crutches or is otherwise seriously injured.

(3) Damage from nontactical and tactical vehicle accidents is also underreported. In addition to dispatch reporting requirements, accidents that involve vehicle damage must be investigated and reported in accordance with AR 385-40 and AE Regulation 385-40.

(4) Reporting requirements for certain types of accidents have changed. Additional information must now be included in certain accident reports. The USAREUR Safety Web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>) provides more information on these requirements. The USAREUR Safety and Occupational Health Office will update AE Regulation 385-40 by 15 September 2004 to incorporate these requirements. Commanders will ensure that their personnel are aware of these requirements and include required information in their reports.

(5) To help simplify accident reporting, units may now use the United States Army Safety Center ARAS to report ground class C and D accidents. The accident reporting chain must be notified using the system’s e-mail procedures. The system will be expanded shortly to include aviation and other accident classes.

(6) The processes for reporting accidents involving DA civilians and local national employees are widely misunderstood. More information is available on the Civilian Human Resources Agency Web site (<http://www.chrma.hqusareur.army.mil>; click on *Management Tools*) and from servicing civilian personnel advisory centers. Commanders will ensure that military and civilian managers of—

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(a) DA civilians review the Department of Labor Federal Employee Compensation Act reporting requirements for on-the-job injuries.

(b) Local national employees review the regulatory requirements concerning local national insurance claims.

**n. Special Emphasis Topic: Wellness Issues.** Separation from family and home can be difficult. Deployments and pending deployments, especially during the holiday season, place an additional stress on individuals and families. Additionally, once the focus of the reintegration process diminishes, these challenges may become more prevalent. The Reintegration Web page (<http://www.per.hqusareur.army.mil/reintegration/>) provides information on suicide prevention and other wellness issues.

**(1) Suicide Prevention.** Leaders should refer to DA Pamphlet 600-70 and Army in Europe Command Policy Letter 28 for guidance on suicide prevention.

**(2) Alcohol and Drug Abuse.** Leaders must be aggressive in preventing alcohol and other drug abuse after long deployments and during the winter season.

**(3) Domestic Violence.** Leaders should contact Army Family Advocacy Program services for information on domestic violence. The Army Family Advocacy Program is required by AR 608-18 to provide educational information, resources, and services to help individuals who may be victims of violence, offenders in abusive relationship, and people affected by violence.

**o. Clinical Cold Weather Injury (CWI) Reporting.** CWI reporting is mandatory. Clinics and preventive-medicine activities will collect appropriate clinical information and report cases promptly through the Reportable Medical Events System. The Tri-Service Reportable Events list can be downloaded from the Army Medical Surveillance Activity Web site at <http://amsa.army.mil>. In the *Comments* section of the report, indicate the following items: the anatomic location of the injury, the degree of frostbite, the core body temperature (for hypothermia cases), if the injury was duty-related, and any unusual circumstances.

## **5. ADDITIONAL CAMPAIGN RESPONSIBILITIES (HQ USAREUR/7A, USAREUR MSC, AND ARMY IN EUROPE COUNTERPARTS)**

### **a. USAREUR Safety and Occupational Health Office.**

(1) Beginning 15 September 2004, the USAREUR Safety and Occupational Health Office will help the OCPA distribute safety-campaign articles and materials, and post critical deployment, wellness, and winter safety information on the USAREUR Safety Web site to support this campaign.

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(2) Develop and distribute “Under the Oak Tree” keychains.

(3) Investigate hosting at least one iteration of the 2-week United States Forces Command (FORSCOM) tactical risk-management course in the Army in Europe.

**b. USAREUR G2.** The USAREUR G2 will provide weather information to MSCs as requested.

**c. USAREUR G3.** The USAREUR G3 will—

(1) Evaluate MSC winter safety programs on receipt in conjunction with the USAREUR Safety and Occupational Health Office.

(2) Provide safety and standardization information and requirements to aviation units returning to the central region from Operation Iraqi Freedom and Operation Enduring Freedom, and to units deploying to USAREUR operations in the Balkans and elsewhere.

**d. Commanders, Task Force Eagle and Task Force Falcon.** The Commanders, Task Force Eagle and Task Force Falcon, will—

(1) Review winter recreational activities to ensure cold-weather risk management is applied and that appropriate controls are in place.

(2) Help deploying and redeploying units with railhead certification training.

(3) Distribute wind-chill information when the temperature is below freezing.

**e. USAREUR G4.** The USAREUR G4 will provide reconfiguration materials and instructions, as necessary, to make redeploying vehicles roadworthy for European convoy operations.

**f. USAREUR G8.** The USAREUR G8 will provide resources for the campaign plan, including funds for “Under the Oak Tree” keychains and safety professionals at brigades.

**g. Chief, Public Affairs, USAREUR.** The Chief, Public Affairs, USAREUR, will—

(1) Publish campaign safety information in appropriate media beginning 15 September 2004 and continuing until 30 April 2005.

(2) Publicize the *Click It or Ticket* and *Booze It and Lose It* campaigns before long holiday weekends throughout the winter.

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(3) Publicize the “Under the Oak Tree” meeting process.

**h. Provost Marshal, USAREUR.** The Provost Marshal, USAREUR, will—

(1) Enforce road standards for vehicles and operators, including the *Click It or Ticket* and *Booze It and Lose It* campaigns.

(2) Ensure availability and maintenance of amnesty boxes in each community.

**i. Office of the Command Surgeon, HQ USAREUR/7A / Commander, ERM.** The Office of the Command Surgeon, HQ USAREUR/7A / Commander, ERM, will—

(1) Provide disease and injury-reduction information to deploying and redeploying units.

(2) Ensure preventive-medicine offices provide cold-weather-injury prevention consultation services to units as requested.

(3) Ensure that healthcare providers and supporting preventive-medicine activities collect appropriate clinical information and report cases promptly through the Reportable Medical Events System.

**j. Director, IMA-E.** The Director, IMA-E, will—

(1) Coordinate with ASGs for support of this campaign.

(2) Publish winter safety articles in local community newspapers and media beginning on 15 October 2004. These articles should be tailored to the community.

(3) Emphasize moderation in alcohol consumption and the use of designated drivers and ride-home programs. Morale, welfare, and recreation (MWR) activities will promote the designated-driver program.

(4) Emphasize suicide-prevention and outreach programs.

(5) Ensure that MWR activities conduct risk assessments of all sponsored winter activities according to AR 215-1. MWR managers should use self-inspection forms to detect unsafe practices and conditions. Ensure cold-weather risk-management measures are applied and appropriate controls are in place.

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**k. All Commanders and Directors.** Commanders and directors will record and report lessons learned on safety-related issues to the USAREUR G3 and the USAREUR Safety and Occupational Health Office.

## **6. CAMPAIGN IMPLEMENTATION**

**a. General.** I will dedicate a significant portion of my 5 October 2004 USAREUR Commanders' Safety Council to help ensure exchanges between safety programs. I will also send separate Bell Sends holiday safety messages to address risks specific to those holidays.

**b. Suspense Dates.** The suspense dates in this campaign must be met to ensure timely, phased campaign implementation. Only the first general officer in the chain of command may authorize changes to the suspense dates to accomplish campaign tasks in synchronization with deployment or redeployment timelines. Minor adjustments in schedules are authorized to ensure high-quality training. The USAREUR G1 and USAREUR G3 will be notified when this exception is used.

**c. Delegation.** Commanders will not delegate training responsibilities to IMA-E except as specifically stated in this memorandum. Maintaining a trained and ready force includes the ability of our leaders to express the concepts and requirements of this campaign to our Soldiers.

## **7. CAMPAIGN IN FOCUS**

The purpose of this campaign is to save lives. Leaders must have a direct effect on the thoughts and actions of subordinates. Junior leaders must be trained to execute the safety mission. Four key elements must be involved in this process: adequate training, risk management, planning and preparation, and concerned leaders taking complete ownership of their Soldiers' safety. Encourage your leaders to vigorously execute these responsibilities and empower first-line leaders by providing strong command support and emphasis for this campaign. Accident and injury prevention must be central to all our activities, both on and off duty. We can neither afford nor accept the loss of a single Soldier, civilian employee, or family member to a preventable injury.

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## 8. SUMMARY

It is my intent to execute a robust safety program and ensure that no Soldier is lost through an accident during the campaign. Our goal is no fatalities for the duration of this campaign. To do this, I need the complete commitment and involvement of commanders, including rear detachment commanders, in the effort to prevent accidents this winter. We must be aggressive in giving this campaign priority over other competing issues. The entire chain of command must be involved. Commanders at all levels are responsible for the safety of their personnel—it is fundamental to our craft. Together we can make this a safe and enjoyable winter for all our Soldiers, civilians, and family members as we continue to execute with excellence, Any Mission, Anywhere.



B. B. BELL  
General, USA  
Commanding

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1. References
2. Campaign Tasking Summary
3. Brigade Combat Team Civilian  
Safety Personnel
4. Risk Overview
5. Meeting Under the Oak Tree
6. Movements
7. War Souvenirs, Amnesty Program, and  
Explosive Ordnance Disposal
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Memorandum, HQ USAREUR/7A, AEAGA-S, 10 May 2004, subject: Memorial Weekend—Summer Under the Oak Tree

## **2. BELL SENDS SAFETY MESSAGE SUMMARY**

**Bell Sends Message #1**, Deployment Safety, 31 January 2003

Established commander's intent concerning deployment safety.

**Bell Sends Message #3**, SAFETY ALERT—Rail Operations, 19 April 2003

Forbids climbing on loaded railcars due to near fatality.

**Bell Sends Message #4**, SAFETY ALERT—Fatalities, 13 May 2003

Issued after a series of vehicle fatalities to reemphasize the *No Loss of Life* safety campaign.

**Bell Sends Message #5**, SAFETY ALERT—Motorcycle Fatalities, 17 June 2003

Reemphasized motorcycle safety after another motorcycle fatality.

**Bell Sends Message #7**, Motorcycle Carnage Continues, 8 July 2003

Provided additional motorcycle facts after another motorcycle crash.

**Bell Sends Message #9**, Motor-Vehicle Safety—Auto Crash Kills Soldier, 1 August 2003

Provided defensive-driving techniques after Soldier was killed in head-on collision.

**Bell Sends Message #10-04**, Soldier Reintegration on Return From OIF, 9 January 2004

Directed commanders to take steps to ensure the safety of Soldiers redeploying from OIF.

**Bell Sends Message #13-04, SAFETY ALERT - Alcohol-Related Vehicle Fatalities, 19 February 2004**

Directed leaders to be actively involved in preventing vehicular accidents.

**Bell Sends Message #19-04, SAFETY ALERT: POV Crash—Soldier Killed—Leader-Soldier Communication, 13 May 2004**

Reinforced the importance of meeting “Under the Oak Tree.”

**Bell Sends Message #20-04, SAFETY ALERT—Motorcycle Safety, 21 May 2004**

Directed Soldiers to complete Motorcycle Safety Foundation training.

**Bell Sends Message #23-04, Driving Safety and Defensive-Driving Techniques, 19 July 2004**

Provided defensive-driving techniques after two Soldiers were killed in car crashes.

**Bell Sends Message #24-04, Labor Day Weekend Safety, 2 August 2004**

Asked people to renew their commitment to keeping one another safe over the holiday.

## CAMPAIGN TASKING SUMMARY

Organization	Task	Suspense	Paragraph
Commanders of MSCs (including TFE and TFF)	Develop winter safety programs and submit them to the USAREUR G3	1 Oct 04	4a
	Conduct 5-year accident and injury trend analysis for additional issues	15 Oct 04	4b(1)
	Analyze risks in preparation for deployment		4b(2)
	Submit two articles for publication during campaign		4c(2)
	Achieve unit safety certification	Target: 30 Apr 05	4d(2)
	Understand wind chill and where to get weather and road information		4e(2)
	Conduct cold-weather injury prevention training	15 Nov 04	4f(3)
	Ensure holders of military vehicle licenses have received winter driving orientation	30 Nov 04	4f(4)(a)
	Ensure accident-avoidance training is up to date	1 Mar 05	4f(4)(b)
	Verify that emergency-vehicle operators are trained	1 Mar 05	4f(4)(c)
	Conduct OPD/NCODP on local road risks and emergency services		4f(4)(d)
	Evaluate DA safety-of-use message distribution and action within units		4f(5)
	Ensure unit has cadre of trained railhead personnel		4f(6)
	Maintain "Under the Oak Tree" sessions		4f(7)
	Ensure redeploying personnel meet POV and motorcycle requirements		4g(1) & (2)
	Evaluate POV safety program for new ideas		4g(3)
	Ensure a "ride home" or similar program is in place		4g(5)
	Encourage "Driving to Arrive?" reporting		4g(6)
	Evaluate currency in risk-management training	15 Feb 05	4h
	Actively pursue providing recognition and awards for excellence		4i
	Continue "Playin' it Safe" awards distribution and maintain records of award presentations		4i(2)
	Evaluate safety programs to determine effectiveness down to unit level		4j
	Ensure quarters-fire prevention training is conducted		4l
	Emphasize accident-reporting requirements and procedures		4m
	Ensure supervisors of DA and LN civilians understand their special accident-reporting procedures		4m(6)
	Maintain suicide, alcohol and drug abuse, and domestic violence awareness		4n
	Ensure medical units report cold-weather injuries to standard		4o
	Report lessons learned from this campaign		5k

Organization	Task	Suspense	Paragraph
Commanders, TFE and TFF	Review MWR activities to ensure cold-weather risk management is applied		5d(1)
	Provide railhead certification assistance to deploying and redeploying units		5d(2)
	Distribute wind-chill information when the temperature is below freezing		5d(3)
USAREUR G2	Provide weather information to MSCs		5b
USAREUR G3	Evaluate MSC safety campaign plans with the USAREUR Safety and Occupational Health Office		5c(1)
	Provide aviation safety and standardization assistance to units returning from OIF and OEF, or incoming to Balkans or other USAREUR missions		5c(2)
USAREUR G4	Provide reconfiguration support for redeploying vehicles		5e
USAREUR G8	Provide resources for the campaign		5f
OCPA	Publicize safety campaign from 15 Sep 04 through 30 Apr 05 in appropriate media	Beginning 15 Sep 04	4c(1) & 5g(1)
	Publicize “Click It or Ticket” and “Booze It and Lose It” programs		5g(2)
	Publicize the “Under the Oak Tree” meeting process		5g(3)
USAREUR Provost Marshal	Enforce vehicle standards and “Click It or Ticket” and “Booze It and Lose It” programs		5h(1)
	Ensure availability and servicing of amnesty boxes		5h(2)
Command Surgeon/ Commander, ERMIC	Provide disease and injury-reduction information to deploying and redeploying units		5i(1)
	Provide cold-weather injury-prevention consultation services as requested		5i(2)
	Ensure clinics and preventive-medicine activities report injuries to standard		5i(3)
USAREUR Safety and Occupational Health Office	Serve as the lead for providing implementation guidance to meet current and Transformation requirements given resource constraints		3i
	Support OCPA efforts to publicize the Winter Safety Campaign	Beginning Sep 04	4c(1)
	Issue certificates to units that complete unit safety certification requirements		4i(1)(a)
	Develop and distribute “Under the Oak Tree” keychains		4i(1)(b) & 5a(2)
	Revise AE Regulation 385-40	15 Sep 04	4m(4)
	Investigate trial run of 2-week FORSCOM tactical risk-management course		5a(3)

Organization	Task	Suspense	Paragraph
Dir, IMA-E	Conduct media campaign on winter road conditions	30 Nov 04	4e(2)
	Form partnerships with host-nation police units, automobile clubs, and similar agencies and provide information to tenants		4f(4)(d)
	Update local roadway-danger maps and place these maps on local Web pages		4f(4)(d)
	Prepare AE Circular 385-1	15 Nov 04	4k
	Provide proactive fire-prevention program		4l
	Provide fire-extinguisher training for spouses	Oct 04	4l
	Coordinate ASG support for this campaign		5j(1)
	Publish safety articles in community media		5j(2)
	Support the designated driver program through MWR		5j(3)
	Emphasize suicide-prevention and outreach programs		5j(4)
	Apply risk management to winter MWR activities		5j(5)



## **BRIGADE COMBAT TEAM CIVILIAN SAFETY PERSONNEL**

1. Accidental losses during deployed operations historically exceed those suffered during combat. As the Army continues to modularize the force structure to execute its mission, it has become critical that safety professionals be imbedded in the brigade structure and move with the organization. A trained safety professional dedicated to the commander's staff will reduce accidental losses.
2. The brigade safety professional target position is a GS-0018 Safety Specialist at the GS-12 grade level. Although a GS-11 grade level facilitates the Intern Program (GS-7 through -11 progression), a GS-12 grade level provides stability and is commensurate with the autonomous nature of the brigade.
3. The basic job description is shown below.

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### **Duties**

#### **Safety and Occupational Health Specialist**

Major Duties: Serves as Safety and Occupational Health Manager responsible for developing, planning, administering, inspecting, and evaluating the safety and occupational health program. Serves as the principal safety adviser to the brigade commander, subordinate commanders, and operating officials of the brigade. Brigade activities include tactical training and combat operations.

Plans, organizes, and directs a command safety and occupational health program covering an extensive geographic area involving ranges, vehicle operation, explosives and ammunition, maintenance, and transportation during garrison training, combat operations, and operations other than war in and out of sector.

Develops and directs the establishment of safety and occupational health program requirements associated to military operations in garrison, on ranges, and involving vehicle operation, explosives and ammunition, maintenance, transportation, training, combat operations, and operations other than war in and out of sector.

Plans and conducts surveys of subordinate command operations and facilities to include maintenance activities, ranges, explosive and hazardous material storage facilities, military training, combat operations, and operations other than war. Evaluates hazardous operations in and out of sector requiring special attention.

Participates in command planning in operations and activities in and out of sector, actual combat, and operations other than war. Provides risk assessment/analysis, input into OPLANs, and risk reduction options to the command.

Maintains a system of reporting and analyzing accidents and accident exposure data. Processes and analyzes standard, general use, and limited use data for commanders on accident trends, causative factors, and remedial actions. Recommends corrective actions based on incident rate data. Maintains a variety of statistical measures and data displays.

Maintains close liaison and consults with environmental science officers to resolve occupational health hazards associated with exposure to noise, vibration, and toxic and radioactive materials. Uses this association to develop hearing and vision safety programs.

Maintains close liaison with safety personnel of higher headquarters, lateral units, subordinate units, community personnel, United States Army Safety Center, branch, NATO, and Coalition partners.

Performs other duties as assigned.

Position is emergency essential and individual is required to deploy with the unit.

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4. Although classes tailored for brigade combat teams are comprised mainly of experienced military personnel, their safety experience is minimal, making it difficult for them to operate autonomously. For this reason, the best course of action is to hire safety professionals directly from the existing GS-0018/12 professional pool.

5. Because funds are not available to hire safety professionals, the Army Safety Intern Program is being used to fill safety positions. This program provides interns through a 24-month, centrally funded DA program. A DA intern class is currently under recruitment. Based on previous coordination, four slots have been allocated against the following on-the-job training organizations:

2d Brigade, 1st Infantry Division  
V Corps Artillery  
69th Air Defense Artillery  
22d Signal Brigade

6. Interns have been used to overcome budget shortfalls. Over the past few years, interns have been received for 2d Brigade, 1st Infantry Division; 3d Brigade, 1st Infantry Division; 2d Brigade, 1st Armored Division; and 173d Airborne Brigade, USASETAF. A challenge arises when interns approach graduation and cannot be offered a permanent position as promised. As a result, two interns remain in USAREUR (at 3d Bde, 1ID; and 2d Bde, 1AD). One of these interns (at 2d Bde, 1AD) intends to leave after redeployment. DA funding for this intern will end in December 2004 and no position has been created.

7. The Commander, USASETAF, has requested a full-time safety professional for the USASETAF/Joint Headquarters Staff. The target grade for a major subordinate command headquarters is at least GS-13. A proposed job description has been provided directly to USASETAF.

8. The following USAREUR brigade units have been identified as candidates for safety professionals:

1st Brigade, 1st Armored Division	130th Engineer Brigade
2d Brigade, 1st Armored Division	30th Medical Brigade
DIVARTY, 1st Armored Division	CMTC Operations Group/1-4 Inf (OPFOR)
Engineer Brigade, 1st Armored Division	41st Field Artillery Brigade (VCA)
DISCOM, 1st Armored Division	22d Signal Brigade
2d Brigade, 1st Infantry Division	69th Air Defense Artillery
3d Brigade, 1st Infantry Division	7th Corps Support Group
DIVARTY, 1st Infantry Division	16th Corps Support Group
Engineer Brigade, 1st Infantry Division	18th Military Police Brigade
DISCOM, 1st Infantry Division	18th Engineer Brigade
173d Airborne Brigade, USASETAF	205th Military Intelligence Brigade

## **RISK OVERVIEW**

This enclosure provides an overview of risks that exist during the winter season.

**Tab A: Aviation Risks.** This tab provides lessons learned and risk-management information for personnel involved in aviation air and ground operations.

**Tab B: Ground Risks.** This tab provides lessons learned and risk-management information for personnel involved in ground operations other than aviation.

**Tab C: Winter Road Conditions in Europe.** This tab provides risk-management information for all road operations, and winter weather risk factors.

**Tab D: Weather.** This tab provides a macro view of the winter weather pattern for Europe, and concentrates on the deployment aspect of central Europe. It also provides Web sites where specific weather information may be obtained.

## AVIATION RISKS

The guidance in this enclosure applies to USAREUR aviation units that are operating in the central region and the Balkans, or that are deploying to or redeploying from contingency or combat operations.

### 1. ACCIDENT TYPES

Listed below are the primary accident types, their primary causes, safety issues, aviation operational hazards, challenges, and areas that require attention.

#### a. Primary Accident Types.

**(1) Unintentional Impact with an Object or Surface.** This is our number-one accident type and it is the most common in the central region and the Balkans. Examples of this type of accident include ground strikes, tree strikes, and wire strikes.

**(2) Maintenance.** This type of accident usually involves failed aircraft components, unsecured cowlings, or objects lost in flight, as well as accidents on the ground involving the handling or movement of aircraft.

**(3) Blade Strikes.** This type of accident involves objects striking the main rotor and tail rotor systems and is generally caused by unsecured items blowing into the rotor systems.

#### b. Primary Causes.

**(1) Individual Failure (Human Error).** Individual failure includes omitting, overseeing, or arbitrarily disregarding an established standard or procedure (for example, failing to adhere to a minimum hard-deck altitude, skipping steps or items in an aircraft checklist).

**(2) Leader Failure (Human Error).** Leader failure includes failing to enforce standards, failing to provide proper supervision, and making uninformed risk decisions (for example, poor crew selection, inadequate mission planning, not correcting behavior inconsistent with the standard).

**(3) Training Failure (Human Error).** Training failure includes failing to train properly for a mission (for example, executing a “fast-rope” mission without all crewmembers being “current” in the procedures, lack of proficiency, and allowing the urgency of a mission push crews beyond their capability or stretching their capabilities for the sake of accomplishing a mission).

#### c. Safety Issues.

**(1) Aviation Procedures Guide (APG).** Strict compliance with guidance established in the Balkans APG is imperative.

**(2) Hard Deck—Mission Versus Training (Balkans).** Operating below the hard-deck (minimum altitude) limitation prescribed by the APG during missions and on training flights has resulted in several accidents.

**(3) Terrain and Low-Level Flight.** Unintentionally hitting an object or surface is the main type of accident in the USAREUR area of responsibility. The need to maintain situational awareness at all times cannot be overstated. Situational awareness, crosschecks, and crew coordination must increase at lower flight altitudes.

**(4) Aircrew Training Manuals (ATMs), Standing Operating Procedures (SOPs), TM-XXXX-10 Operating Manuals, and Checklists.** Tasks, conditions, standards, procedures, limitations, and other established requirements must be complied with and strictly enforced. Leaders, peers, and subordinates should never tolerate an arbitrary disregard for standards or procedures.

#### **d. Aviation Operational Hazards.**

**(1) Environment (Brownouts, Dust, Sand, Weather, and Wind).** Operating in harsh flight environments increases the risk of accidents. This risk is increased by failing to prepare, poor decision-making, and inexperience. There is no substitute for frequent and realistic training in environments that are similar to those where the actual mission will be executed. Know your limitations.

##### **(2) Weather Issues.**

**(a) Visual Flight Rules (VFR) Versus Instrument Flight Rules (IFR).** Intentionally flying into bad weather, improper flight planning, inadequate in-flight decision-making, and failing to maintain adequate terrain clearance all increase the probability of aviation accidents. A controlled flight into terrain (CFIT) accident is likely to occur when a crew chooses to continue a VFR flight after encountering instrument meteorological conditions or low ceilings and limited visibility.

**(b) Brownouts.** Brownouts generally occur over an area where loosely packed dirt, dust, or sand accumulates. Aircraft may encounter brownout conditions when taking off, landing, and especially when hovering. Pilots must be aware of and anticipate brownout conditions. Pilots also must train adequately in the proper techniques for operating in this type of environment and exercise extreme caution and judgment regarding mission accomplishment and safety.

**(c) Restrictions to Visibility.** Fog, low clouds, rain showers, and (in certain parts of the world) blowing dirt, dust, and sand all reduce visibility. These environmental and weather phenomena also restrict the pilot's ability to maintain visual reference and situational awareness. Sustained or frequent operations under these conditions significantly increase the potential for weather-related accidents and must be avoided. Strict compliance with ceiling and visibility requirements outlined in applicable regulations is imperative. Leaders must brief weather-abort criteria and emergency/vertical helicopter instrument recovery procedures (E/VHIRPs) when weather is a factor.

**(3) Aviation Life-Support Equipment (ALSE).** ALSE must be inspected, functional, and available to crewmembers during missions conducted in extreme temperatures. The severity of forced landings and accidents may increase if proper precautions are not taken.

**(4) Obstructions (Trees and Wires).** Long-term USAREUR aviation-accident history shows a recurring pattern of running into trees, wires, and other obstructions. This trend must be curtailed. Aviation leaders at every level must emphasize this in classrooms, in the cockpit, and during safety and mission briefings. We cannot continue to lose personnel and equipment to this type of preventable accident.

**(5) Blade Strikes (Objects Versus the Main Rotor (M/R) and Tail Rotor (T/R); M/R and T/R Versus Objects).** We must always maintain situational awareness while operating in and around running aircraft. Aviation personnel must police areas for foreign object debris (FOD) (for example, aircraft parts such as covers and doors; other debris). Likewise, pilots must always maintain enough clearance when rotor blades are turning. We must reemphasize this requirement to crewmembers and maintenance personnel.

**(6) Maintenance (Towing and Ground Handling).** Maintaining situational awareness is important for reducing the hazards involved in towing and ground-handling operations. Conducting walk-arounds, adhering to speed limits for towing, and always using the required number of ground guides will help eliminate these hazards.

**(7) Airfields and FARPs.** Airfields and forward arming and refueling points (FARPs) must be established and maintained according to applicable regulations. Airfields and FARPs can fall into disrepair as a result of disuse or complacency. Aviation safety officers (ASOs) must survey these sites and maintain current hazard logs regarding safety issues. Reintegration into locations that have been closed temporarily may require more preparation and maintenance.

**(8) Aircraft Parking (Hesco Barriers and Berms) and Weapons and Ammunition (Loading, Unloading, and Storage).** Extreme caution and diligence must be used to ensure that loaded aircraft are parked in a way that would minimize the effect of a weapons system that inadvertently discharges. In addition, the upload, download, and storage of munitions while at home station, during movement, and while deployed require constant vigilance and standardized safety precautions. Deployments must not be used as an excuse to take shortcuts in these areas.

#### **e. Challenges and Prevention.**

**(1) Accurate Reporting and Data Collection (Challenge).** The collection of accurate and timely accident information is necessary before data can be analyzed, trends can be spotted, and prevention measures can be identified. Without accurate reporting, we cannot make informed prevention decisions; however, we should not simply be a “clearinghouse” for accident information. ASOs must be diligent in collecting, documenting, and reporting unit accidents.

**(2) Trend Analysis (Accident Causes).** Identifying trends and systemic problems is imperative to target measures that are proactive and preventive in nature. For this reason, we must collect data from an historical perspective, analyze it, and determine what types of accidents are occurring and what is causing them. ASOs must access the United States Army Safety Center Risk Management Information System (RMIS) and collect and analyze long-term historical accident data (including abbreviated aviation accident reports (AAARs)), identify trends, and identify prevention measures.

**(3) Human Error (Leadership and Individual Failure).** The most effective tools for eliminating failures of leaders and individual Soldiers are as follows:

**(a) Command Emphasis and Support.** Aviation leaders from the top level down must advocate and enforce standards. We must empower our subordinate supervisors to act on our behalf and with the full weight of our convictions. “Mission first, but safety always.”

**(b) Ownership (Accountability and Direct Oversight).** Aviation leaders must assume ownership and personal responsibility for the safety of their personnel. These leaders must provide direct supervision during daily operations and make spot checks during the preparation, training, and execution phases of missions. “Soldiers do what leaders check.”

**(c) Identify Risk-Takers—Intervention.** Leaders must not accept behavior that is inconsistent with standards. Allowing substandard performance can lead to accidents. There are risk-takers and those who take shortcuts. Identify these individuals and other personnel who omit or compromise standards, and intervene. Make corrections and make these personnel aware of your expectation of their performance. Make them accountable and reeducate and retrain them to standard. Leaders, peers, and subordinates must show “tough love” to our fellow Soldiers. We must develop a willingness to tactfully yet deliberately correct inappropriate behavior before an accident occurs. We cannot afford to look back and say, “I knew that would happen.”

**(d) Collect, Evaluate, and Apply Lessons Learned.** Those who do not learn from their mistakes are doomed to repeat them. We do not have to make the same mistakes that our predecessors made. There are enough sources of information in terms of lessons learned regarding our diverse missions. This information must be collected and exploited to the fullest extent possible. There are no new accidents. We continue to hurt ourselves and damage our equipment in the same ways over and over. We must capture and apply applicable lessons learned in a proactive way in terms of implementing measures to reduce identified and potential hazards. We also must document our experience and share it with other organizations.

## **2. GUIDANCE**

The following guidance is specific to aviation commanders and other leaders; aviation safety, standardization, and maintenance officers; and aviation support personnel. This guidance is designed to enhance safety awareness, increase the unit safety posture, and prevent aviation accidents.



a. Aviation commanders will—

(1) Sustain the current unit safety posture and reduce hazards by continuously applying active risk-management principles as necessary during preparation, movement, reintegration, and sustainment operations.

(2) Ensure that clear, concise, and functional guidance is in place for expected mission requirements and direct leaders at every level to supervise and enforce standards.

(3) Ensure that deliberate risk assessments are performed for all applicable mission and task scenarios particular to the various phases of operation (for example, preparation, movement, reintegration). Hazards identified during the risk assessment and the review of relevant safety literature will be documented and mitigated according to the five-step risk-management process (DA Pam 385-1).

b. Aviation safety and standardization personnel will consider flight hazards associated with the imminent operational environment before deployment and reintegration. Special emphasis must be placed on the review of applicable Army regulations, pamphlets, field manuals, training circulars, technical manuals, aircrew training manuals ATMs, APGs, and SOPs in terms of identifying, knowing, and adhering to standards.

c. Aviation leaders will obtain and review applicable lessons learned, accident trends, and other information applicable to the operational hazards expected while en route, on a mission, and at home station. The following is a list of relevant information that should be reviewed. These items are available online at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>:

- USAREUR Aviation Safety Briefing (Trend Analysis & Lessons Learned).
- OIF Aviation Safety Briefing (Trend Analysis & Lessons Learned).
- Next Accident Assessment for Leaders of Aviators.
- Next Accident Assessment for Aviators.
- Deployment Safety.
- Desert Shield Leader's Safety Guide.
- Desert Storm NVG.
- Redeployment & Port Operations Leader's Safety Guide.
- Winter Hazards.

d. Aviation leaders and standardization personnel must ensure that training and mission execution are comparable in terms of strict compliance with the applicable task, condition, and standard. Creatively interpreting or modifying established standards or continuing to use flight techniques that are not sanctioned or published is unacceptable.

e. Aviation safety, standardization, and maintenance personnel will establish and maintain a deployment library that includes essential maintenance, training, operational, and safety publications.

f. Aviation leaders and maintenance supervisors must place special emphasis on proper “by-the-book” maintenance and ground handling of aircraft at all times. Reemphasize hook-up procedures, speed limits, and the number and position of ground guides.

g. Aviation safety and standardization personnel will consider and reduce mission challenges specific to the expected flight environment. Areas requiring special attention include but are not limited to the following:

(1) Environmental considerations (for example, blowing snow, dirt, dust, and sand, and whiteouts and brownouts).

(2) Performance planning considerations, especially in high-altitude environments.

(3) Visual limitations in terms of contrast and depth perception in the desert and over poor contrast terrain.

(4) Night vision goggle (NVG), night vision device (NVD), and night vision system (NVS) limitations.

(5) Obstacles, wires, and hazards to flight.

(6) Mission-oriented protective posture (MOPP) gear flight limitations.

(7) Nuclear, biological, and chemical (NBC) operations and considerations.

(8) Desert and hot-weather environmental flight considerations.

(9) Extended-Range Fuel System (ERFS).

(10) Laser safety.

(11) FARP operations, including the upload and download of ammunition, ammunition storage, the mitigation of inadvertent launches, and the use of berms and Hesco barriers.

h. Aviation units should—

(1) Modify training, revise existing procedures, and implement additional control measures as necessary to mitigate hazards and mission challenges that are specific to the expected operational environment.

(2) Make optimal use of training opportunities during reception, staging, onward movement, and integration (RSOI) and mission-rehearsal exercises, concentrating on realism in terms of modeling the training environment and tasks commensurate with the expected mission environment.

i. Aviation units will—

(1) Establish and revise an emergency helicopter instrument recovery procedure (EHIRP) for their area of operation, considering such factors as the terrain, the threat, mission-briefing requirements, crew duties, crew-coordination requirements, radio communication procedures, and recovery airfield requirements.

(2) Conduct operational and safety surveys to identify flight hazards specific to their area of operation. The aviation flight operations section will establish and continuously update a unit hazard map that includes restricted flight areas and natural and manmade hazards and obstacles. Aviation crewmembers will update their individual hazard maps and be briefed on hazards before every mission.

(3) Establish and update their pre-accident plan, which provides guidance, information, and procedures to follow in case of an aviation accident. Pre-accident plans must be specific to the region and include information on emergency-support services, POC telephone numbers, local telephone lists, notification requirements, witness-identification procedures, accident-response coordination, records and logs, medical requirements and support, and site security.

(4) Develop and implement crew-endurance and fighter-management programs. These programs must include duty-day considerations while preparing for deployment, movement, and reintegration; and continuous or sustained operations, both while deployed and at home station. Individual crew-rest plans also will include effective controls for aviation crewmembers conducting nighttime operations in terms of protecting night vision and provisions for adequate rest.

(5) Ensure tactical FARPs are established according to applicable regulations. Also ensure that aircraft ordnance handling, as well as inspections and maintenance of weapons systems, are conducted in a safe area with weapons directed away from other aircraft, troops, and facilities. The use of berms is recommended.

## GROUND RISKS

### 1. PURPOSE

This tab provides safety guidance for leaders to use when establishing garrisons and planning deployments and operations in the central region and the Balkans. This tab also describes primary hazards, accident types, the causes of accidents, and safety issues; the prevention focus for winter training and operations in the central region and the Balkans; and deployment and redeployment issues.

### 2. PRIMARY ACCIDENT TYPES AND HAZARDS

**a. Privately Owned Vehicle (POV) Accidents.** The most common reasons for POV accidents are as follows:

- **Speed.** Driving too fast for road conditions or losing control of the vehicle while passing or exiting the roadway.
- **Fatigue.** Falling asleep while driving or losing control due to drowsiness.
- **Alcohol.** Drinking and driving.

**b. Military Vehicles.** The most common reasons for military-vehicle accidents are as follows:

- **Speed.** Driving too fast for road conditions or losing control of the vehicle while passing or exiting the roadway.
- **Fatigue.** Falling asleep while driving or losing control due to drowsiness. Failing to follow a sleep plan or not modifying the sleep plan when the schedule changes.
- **Failure to Recognize Hazards.** Failing to recognize and adjust driving for curves, sinkholes, soft shoulders, and steep hills.
- **Convoy Accidents.** Speeding to “catch up,” taking risks to maintain convoy integrity, poor communication, and making U-turns.
- **Backing Accidents.** Failing to use or obey ground guides.
- **Mission Planning.** Failing to properly plan for the mission, including crew selection, reconnaissance, preparation, and hazard identification.

**c. Personnel Injuries.** The most common reasons for personnel injuries are as follows:

- **Sports Injuries.** Lack of physical conditioning and acclimation, poor facilities, lack of supervisory control, and failure to use appropriate personal protective equipment (PPE).
- **Slips, Trips, and Falls.** Failing to follow the “three points of contact” rule for maintaining balance. Falling from heights after drinking.

- **Recreation Accidents.** Lack of physical conditioning and acclimation, lack of training, alcohol use, and using inadequate or inappropriate facilities or equipment.
- **Finger Injuries.** Catching rings on objects and crushing or amputating fingers during dismount, maintenance, or material-handling operations.
- **Cold-Weather Injuries.** Lack of awareness of the temperature and humidity, failure to wear clothing appropriate for the conditions, and failure to follow an adequate work-rest cycle.
- **Electric Shock.** Contact with overhead electrical lines at rail-loading locations and rail stops. Contact with electrical lines during recovery operations. Antenna contact with overhead electrical lines on roads and rail crossings.

**d. Fire and Explosives.** The most common causes of injuries from fire and explosives are as follows:

- **Heaters and Stoves.** Using the wrong fuel, failing to cool the heater or stove before refueling, and using unauthorized heaters.
- **Accidental (Negligent) Discharges.** Lack of training on proper weapon-handling procedures and muzzle awareness.
- **Explosives Injuries.** Improper handling of pyrotechnics and simulators, careless action, or kicking or picking up “duds” or unexploded ordinance.

### 3. PRIMARY CAUSES

The primary causes of accidents are as follows:

- **Individual Failure (Human Error).** Omitting, overseeing, or disregarding established standards and procedures (for example, failing to observe speed limits and failing to follow proper equipment-operation procedures).
- **Leader Failure (Human Error).** Failing to enforce standards, lack of supervision, or poor application of the risk-management process in identifying hazards and implementing controls (for example, inadequate mission planning, failing to correct nonstandard behavior, poor crew selection).
- **Training Failure (Human Error).** Inadequate training when preparing for mission execution (for example, failing to train and certify crews for rail-loading operations and giving improper instructions for convoy operations).

#### 4. SAFETY ISSUES

The following areas require particular attention to ensure Soldier safety:

- **Vehicle Operation.** Strict compliance with the speed limits in AE Pamphlet 385-15 and vehicle technical manuals (TMs) with modifications for road and traffic conditions. Compliance with vehicle markings according to USAREUR Regulation 385-55. Use of ground guides when backing or operating in close quarters.
- **Cold Weather.** Preparing personnel and equipment for operation in cold weather. Cold-weather injury prevention training. Keeping Soldiers dry and warm, and protecting exposed skin in extreme conditions.
- **Deployment Operations.** Training and certification of personnel for convoy and rail-loading operations. Properly marking vehicles. Overhead electrical lines that provide electricity to European trains are particularly dangerous. High voltage will gap and electrocute any person within 3 feet of these lines. It is imperative that Soldiers do not climb on top of vehicles that are on railcars. The gap between the Soldier and the rail line will be such that electrical arching could result, followed by immediate electrocution.
- **Redeployment Operations.** Training and certification of personnel for convoy and rail-loading operations. Properly marking vehicles. Providing refresher training to Soldiers on POV operations and the hazards of alcohol consumption. Clearly the same rail hazards found in deployment operations are identical to those found in redeployment operations.
- **Standing Operating Procedures (SOPs), TM-XXXX-10 Operating Manuals, and Checklists.** Task, condition, standard, and procedural compliance and enforcement by first-line leaders.

#### 5. OPERATIONAL HAZARDS

a. **Environment (Cold, Wind, Wet, Ice).** Operating in harsh environments increases the risk of injuries and accidents. This is made worse by lack of preparation or inadequate planning, and ineffective decision-making. Preparation and realistic training are the keys to mission success in harsh environments.

- **Precipitation.** Precipitation can hinder vehicle traction and make it harder to control the vehicle, which makes movement hazardous. Speed control and adequate vehicle separation in all directions are the primary control factors.
- **Visibility.** Dust, fog, frost, and rain all restrict visibility. This affects the vehicle operator's ability to maintain situational awareness and visual reference. Speed control and communication are the primary control factors.

- **Cold.** Personnel must be properly equipped for operation in cold and wet environments (USAREUR Pam 350-7). Work activities and water intake must be regulated to prevent injuries. First-line leaders and coworkers must be vigilant to prevent cold-weather injuries. Clothing must be available and worn in layers to provide maximum protection. Enforcement of these standards by first-line leaders and coworkers through periodic checks are mandatory to prevent cold-weather injuries. Even in cold weather, adequate water consumption is essential.

## **b. Deployment and Redeployment Operations.**

- **Rail Operations.** Railhead loading and unloading operations, supercargo, and guard details require special attention. Respect for power lines, heavy-equipment movement, and high-speed trains is essential. Power lines contain high voltage electricity. Any Soldier coming within 3 feet of one of these lines will be subject to electrical arching and subsequent electrocution. Keep Soldiers off the tops of vehicles that are on railcars. Use the rail training, certification, and verification program required by AE Pamphlet 385-15 and available on the USAREUR Safety Web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>) and the 21st Theater Support Command Safety Office Web site (<http://www.21tsc.army.mil/aerpe/index.htm>).
- **Convoy Operations.** Drivers must be properly equipped and trained for convoy operations. Communication and control is essential. A deliberate and enforced rest and sleep plan must be developed according to USAREUR Regulation 385-55. Drivers must be properly equipped and trained for night-vision operations. Use the convoy-training program available on the USAREUR Safety Web site.
- **Port Operations.** Soldiers must always be properly trained and licensed to operate equipment. Congestion, large-vehicle movement, and overhead hazards all require enhanced situational awareness and first-line leader control.

**c. Weapon Discharges.** Unintended weapon discharges are negligent discharges. Experience in the Balkans, Iraq, and Afghanistan have proven that unintended weapon discharges are a frequent and very dangerous problem caused directly by complacency. Leaders must ensure that Soldiers are properly trained and that muzzle awareness is stressed at all times.

**d. Fire.** The use of stoves, heaters, and lanterns significantly increases the risk of fire. Using these devices in tents and close quarters multiplies that risk. Proper training and licensing for equipment operation is essential. Fire-prevention planning and preparation are critical. Vehicle fires are a result of poor maintenance. Crews must practice evacuation procedures.

**e. Reintegration.** When preparing Soldiers for their return from deployment, reemphasize proper POV operation, the dangers of excess alcohol consumption and driving under the influence, the importance of acclimation, and the resumption of organized physical training.

## **6. CHALLENGES AND PREVENTION FOCUS**

### **a. General.**

(1) Applied safety and occupational-health measures and risk-management practices are combat multipliers. Commanders and first-line leaders will incorporate the five-step risk management process in all operations and tasks. Safety and occupational-health standards for field operations outlined in AE Pamphlet 385-15 will be enforced. General standards for convoy operations, rail operations, port operations, ammunition and explosives safety, occupational safety and health, and hazardous material (HAZMAT) will be followed.

(2) Commanders will use their unit safety officers and noncommissioned officers (NCOs) to help unit leaders ensure that safety and risk-management practices are followed in all operations and tasks. This includes the use of assigned civilian safety and occupational health professionals. In addition, unit leaders will enforce the safety and occupational-health standards for field operations outlined in AE Pamphlet 385-15.

(3) Unit safety officers and NCOs will attend the Safety Officer/NCO Course (SOC 40) at the Combined Arms Training Center within 90 days after their appointment and will deploy with their organizations to provide organic safety support. Civilian safety and occupational health professionals will deploy with their designated organizations to provide safety support.

(4) Commanders will ensure that subordinate leaders are aware of and the use risk identification and management tools found on United States Army Safety Center, USAREUR, and major subordinate command safety Web sites. Commanders, senior NCOs, and safety personnel must register for and routinely use the United States Army Safety Center Risk Management Information System (RMIS) Web site.

(5) Units will establish emergency-recovery procedures that consider factors such as the terrain, the threat, mission-briefing requirements, communication procedures, and recovery.

(6) Units will conduct operational and safety surveys to identify hazards specific to their areas of operation. Operations will establish a hazard map and update it continuously.

(7) Units will establish a pre-accident plan that provides guidance, information, and procedures to follow in case of an accident. Pre-accident plans must be specific to the region and include information on emergency-support services, POC telephone numbers, local telephone lists, notification requirements, witness-identification procedures, accident-response coordination, records and logs, medical requirements and support, and site security.

### **b. Safe Vehicle Operations.**

(1) Safe vehicle operations must be an integral part of mission execution. Safe vehicle operation involves ensuring that drivers are properly qualified and licensed, using noncommissioned officers in charge, and identifying hazards associated with road conditions as well as environments that may be dangerous. Vehicles must be placarded properly to ensure greater visibility. The convoy procedures in AE Pamphlet 385-15 will be followed.



(2) Speed limits will be established to ensure safe vehicle and convoy operations.

(3) Seatbelts will be worn.

**c. Personal Protective Equipment.** Serviceable and properly fitted personal protective equipment (PPE) must be provided and used by all personnel, as required. PPE includes eye, hand, feet, head, and hearing protection. Helmets and other body armor are also considered PPE.

**d. Separation-Distance Requirements.** To meet separation-distance requirements and protect personnel from hazardous operations, life-support areas that house personnel will be constructed as far as possible from fuel- and munitions-storage areas, aircraft live-load parking areas, and other areas where hazardous operations are conducted.

**e. Electrical Safety.**

(1) Electrical work performed on tactical vans, ramps, and buildings that house staff will be to standard. Soldiers working as electricians will be properly trained and certified to perform this type of work. Work on electrical boxes will be done with the power shut off and locked out. If work must be done on an electrical box when it is “hot,” a risk assessment must be conducted and approval to do the work must be obtained from an officer in the grade of colonel.

(2) “Lockout and tagout” procedures, confined-space entry procedures, and electrical distribution systems that differ from standard practices must be evaluated in all stages of operation to ensure hazards are minimized.

(3) Rail-load operations in Europe are particularly hazardous regarding the potential for electrocution from overhead rail power lines. Any Soldier coming within 3 feet of a rail power line is subject to electrical arching and subsequent electrocution. Keep Soldiers off the top of vehicles on railcars! This practice is absolutely prohibited.

**f. Fire Prevention.**

(1) Fire wardens and fire-protection personnel must conduct appropriate fire-safety training and briefings that explain the actions to be taken in case of a fire. In addition, routine monitoring must be conducted during deployments to detect and correct adverse trends to prevent fires. All personnel must be trained on how to report a fire and use a fire extinguisher.

(2) The construction of life-support areas must include fire lanes separating every three rows of tents and must meet life safety code requirements. One 10-pound carbon dioxide (CO<sub>2</sub>) and one pressurized water fire extinguisher are the minimum standard for a general purpose (GP) medium tent. In addition, a 10-pound CO<sub>2</sub> fire extinguisher will be placed every 75 feet in fixed facilities. Personnel capacities will be determined and posted for all facilities. Carbon monoxide (CO) detectors and smoke detectors will be considered for use in life-support areas.

#### **g. Heaters.**

(1) Unvented heaters are not authorized. This prohibition applies in guardshacks; tents; life-support areas; morale, welfare, and recreation facilities; military-owned demountable containers (MILVANS); and other locations that require heaters.

(2) Vented heaters include forced-air heaters that have fuel, ignition, and heat sources located outside of tents and structures. AE Pamphlet 385-15 lists approved heaters belonging to the family of space heaters (FOSH) with national stock numbers (NSNs) and descriptions. Units must program to remove other heaters from service.

(3) Commercial off-the-shelf (COTS) and electric heaters may be authorized if they are approved by a reputable national standards organization (for example, Underwriters Laboratories (UL), American National Standards Institute (ANSI), International Organization for Standardization (ISO)) or have a “CE” (*Conformité Européenne*) label indicating that the heater is approved for use. If electric heaters are used outdoors or in a damp environment, a ground fault interrupter must be installed between the heater and the power source.

(4) TM 10-4500-200-13 provides operating instructions and preventive-maintenance checklists for using M1941 type I and II and M1950 solid- or liquid-fuel space heaters. Heater model H-45 type I and type II operation and maintenance instructions are in TM 9-4520-257-12&P. Personnel will consult TM 9-4520-257-12&P or TM 10-4500-200-13 when installing space heaters.

#### **h. Carbon Monoxide and Asphyxiation.**

(1) CO is a clear, odorless gas that forms during incomplete combustion. When CO enters a person’s body, it takes oxygen out of the blood. Unvented heaters and leaking vented heaters can release dangerous quantities of CO. If the heater is in an enclosed space, the concentration can build up. Examples of enclosed spaces include closed shelters, closed garages, and closed tents. Sitting or sleeping in a vehicle with the windows and doors shut and the motor idling (for example, to provide heat when stuck in a traffic jam or snow, or while asleep) can also lead to CO poisoning. First aid for CO poisoning is to get the victim away from the CO and out into fresh air where the CO concentration in the body can lower itself.

(2) Asphyxiation is a condition caused by a lack of oxygen in the air being breathed. A vented heater in perfect running order can cause this condition if a tent (such as the squad tent) or room is tightly closed. Fire requires oxygen to burn, and can burn using less oxygen than a human needs to survive. Therefore, a tent or room with a vented heater also must be ventilated to avoid this condition (“make-up air”).

**i. HAZMAT Transport.** AE Regulation 55-4 will be used for the road and rail transport of HAZMAT, including ammunition and explosives. Operators of vehicles transporting dangerous goods must be trained and certified.

**j. Sleep Plans.** Directed sleep plans must be developed according to USAREUR Regulation 385-55 to ensure fatigue does not hinder mission accomplishment. Fatigue is a factor in many accidents. After 48 to 72 hours without sleep, a person becomes ineffective and significantly at

risk in operating vehicles or equipment. Factors that can affect fatigue include diet, hygiene, physical condition, stress, and lack of water consumption.

**k. Weather-Related Injuries.** Weather-related injuries (including chill blanes, dehydration, emersion foot, and frostbite) are considered preventable and reportable mishaps. Soldiers will be trained on cold-weather injury prevention before the potential for cold-weather injury occurs. Leaders will ensure that adequate measures are taken to prevent weather-related injuries. Rest, diet, fluid intake, and proper clothing help prevent weather-related injuries. Operating while wearing mission-oriented protective posture (MOPP) gear increases the hazards of weather-related injuries. Delegate and distribute tasks to reduce fatigue.

**l. Sports Safety and Physical Fitness Injuries.** Procedures must be established to identify hazards related to sports and physical fitness activities. Monitor these hazards and show personnel how to protect themselves against potential injury (for example, by using PPE). Running in the dark over uneven terrain and participating in overly rough basketball games are injury producers.

**m. Radiation Protection.** Emphasis must be placed on radiation protection.

(1) The local unit radiation-safety officer must be notified when a radioactive source is damaged or lost. Evaluation, reporting, and clean-up procedures will be according to AE Pamphlet 385-15. Damaged sources and soil in the immediate vicinity will be placed in a plastic bag using gloves. This bag will be placed in a second bag and labeled as containing possible radioactive material. The second bag will be placed in another bag and labeled.

(2) The increasing use of lasers for range-finding and target designation, and the availability of inexpensive laser pointers, significantly increase the potential for laser exposure. Aircraft crews are especially vulnerable. Laser detectors provide an indication of laser exposure but do not distinguish lasers by their characteristics. This makes the assessment of potential injury impossible. Laser protective eyewear with laser filters provides protection against this potential threat. Exposures will be reported immediately, and medical personnel will evaluate exposed personnel.

**n. Deployment Operations.** Deployment operations pose a significant risk. Proactive risk management and compliance with established standards listed in the references for convoy operations, rail-loading and transport, and port operations are critical to mission success. Specific areas of concern are operations in close proximity to overhead electrical lines at railheads, the staging and loading of explosives containers and uploaded vehicles, the transport of fuels, and fueling operations.

**o. Unexploded Ordnance (UXO).** Explosives reconnaissance involves three steps: identify, mark, and report. Personnel must be trained to recognize UXO hazards. Suspicious items or identified UXO will not be touched or approached. Personnel must safely mark and evacuate the area and report the UXO hazard.

**p. Fratricide.** All accidents involving suspected fratricide must be investigated and reported according to AR 385-40 and AE Regulation 385-40.

## WINTER ROAD CONDITIONS IN EUROPE

1. Road conditions during the winter months can change very quickly in Europe, and can be deadly for unsuspecting drivers. Heavy rain, snow, black ice, freezing rain, and fog are responsible for Soldier deaths and injuries on European roads every winter. All drivers must be prepared for possible changes in road conditions to avoid injuring themselves and others. In many cases, simply reducing speed will reduce risks and prevent accidents.
2. USAREUR Regulation 385-55, appendix I, provides inclement weather road condition status policy. Every leader will ensure that Soldiers redeploying to, or deploying from, USAREUR during the winter months are briefed on this policy. Each base support battalion is responsible for determining local road conditions and status. Soldiers must be aware of the hazardous road conditions they can expect while driving in Europe, as well as how to access up-to-date information on road conditions in their areas of operations using the *Winter Safety* section of the USAREUR Safety Web site at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>.
3. Below are winter road conditions that Soldiers can expect when driving in Europe. Recommended precautions are also given for each of these conditions to reduce the potential for accidents. All Soldiers should be briefed on these hazardous driving conditions and precautions before being allowed to drive a vehicle in Europe.

### a. Ice.

(1) Icy conditions can be expected any time the outside air temperature is 40 degrees Fahrenheit (4 degrees Celsius) or less. Although water freezes at 32 degrees Fahrenheit (0 degrees Celsius), road surfaces can freeze when the air temperature drops to 40 degrees Fahrenheit (4 degrees Celsius). An important place to watch for this condition is on bridges. Bridge surfaces are exposed to the wind and cool off faster than the rest of the road. Freezing rain can glaze road surfaces with ice, causing extremely hazardous driving conditions.

(2) The following terms are often used to describe specific icing conditions that drivers can expect. Some are more easily recognizable than others, but all are dangerous.

- **White Ice.** White ice results when compacted snow melts slightly and then freezes. This ice can usually be seen on the road. When traveling on white ice, drive very slowly. If you cannot find a place to park until conditions improve, install tire chains for better traction.

- **Glare Ice.** Glare ice is a slippery spot that may appear on an otherwise clear road. It is most common in shaded areas where a cold wind can freeze a wet road surface quickly. If you see a patch of ice ahead, brake before reaching it and try not to brake while actually on the ice.

● **Black Ice.** Black ice occurs when condensation, such as dew and fog, freezes on road surfaces when temperatures reach 32 degrees Fahrenheit (0 degrees Celsius) or below. This forms an extra-thin layer of ice on the road that is difficult to see. This shiny ice surface is one of the most slippery road conditions. Black ice fools drivers. Its shine tricks them into thinking it is water on the road. Black ice is likely to form first under bridges and overpasses, in shady spots, and at intersections.

(3) When roads are icy or slushy—

● Drive slowly and allow extra room to slow down and stop. It can take 10 times longer to stop in icy conditions than on a dry road.

● Use the highest gear possible to keep the wheels from spinning.

● Maneuver gently and avoid harsh braking and acceleration.

● To brake without locking the wheels, get into a low gear earlier than normal, allow the speed to fall, and use the brake pedal gently.

● If you skid, ease off the accelerator but do not brake suddenly. Turn the front wheels toward the direction in which the rear wheels are skidding.

## **b. Snow.**

(1) Drivers can expect snow while driving in Europe. Falling snow can reduce driver visibility, especially when it is windy. Snow can accumulate very quickly, especially at higher elevations, and cause slippery driving conditions. Drifting snow can become very deep on roads at all elevations. Snowdrifts can be a very serious hazard to drivers because they can render any vehicle immobile and lead to very large traffic jams. Drivers should be prepared for snow before venturing out on the highways during the winter months.

(2) Proper use of snow chains can make driving in the snow safer. Snow chains can be rented from many gas stations midway through your journey and dropped off at another station down the road. Sometimes membership in one of the European-based automobile clubs is necessary for this service, but not always. The cost is low and is based on the number of kilometers traveled. Stop as soon as you think you may need the snow chains, because supplies are limited at each station. Otherwise, purchase a set of snow chains properly sized for your vehicle and keep them in the vehicle during the winter season. Practice installing them before the snow begins to fall.

(3) The following safety tips should be used when driving in snowy conditions:

● Slow down. Triple the usual distance between your car and the one ahead.

- Stay in the plowed lane; avoid driving over the ridges between the plowed areas. If you must switch lanes, slow down, signal, and move over slowly.

- If you skid, steer into the skid. For example, if the back of your vehicle is skidding to the left, turn the steering wheel to the left.

- Do not pump your brakes and avoid locking them up. If your brakes lock, take your foot off the brake pedal for a moment.

- If you are involved in a fender-bender, move the vehicles out of the lanes of travel.

- Keep a blanket and flashlight in the vehicle.

- While driving, keep your headlights on. Keep snow and ice off your mirrors, windows, and lights.

- As always, wear your seatbelts.

- If your vehicle has an anti-lock braking system (ABS) and you must brake, be sure to press the brake pedal and hold.

**c. Fog.** Fog is the condensation of moisture in the atmosphere near the surface of the earth. This can happen in several ways, but always results from the same basic conditions: warm, moist air meeting cold air; or cold, moist air meeting warm air. These conditions exhibit themselves throughout the year, but predominately occur during the spring and winter months. Fog can form quickly and may reduce a driver's visibility to zero. Fog is a major hazard on European highways and contributes to many automotive accidents every year. The following safety tips should be used when fog is expected.

- Consider postponing your trip until the fog clears.

- SLOW DOWN before you enter a patch of fog.

- If your vehicle is equipped with foglights, turn them on.

- Be sure that you can stop within the distance that you can see.

- Turn on the windshield wipers and defroster to remove moisture from the windshield.

- Use your low-beam headlights whether it is day or night.

- Do not use high beams; they reflect off the fog and can impede visibility.

- Use the right edge of the road or painted road markings as a guide.

- Watch for slow-moving and parked vehicles.
- Do not change lanes or pass other vehicles unless absolutely necessary.
- If you must pull off the road, signal, then carefully pull off as far as possible.
- After pulling off the road, turn on your four-way flashers.

**d. Rain.** Winters in Europe tend to be very wet. Long periods of rain can lead to flooding and standing water on roads. Even thin layers of water on the road can be dangerous. Heavy rains can reduce a driver's visibility to dangerously short distances and make roadway markings and other traffic difficult to see. Water mixed with dirt and oil can create slick surfaces. Wet brakes can increase stopping distances. Hydroplaning can occur when the tire's tread cannot move the water from underneath the tire fast enough. The tire begins to ride atop a ridge of water and loses contact with the ground, which can lead to loss of vehicle control. The combination of fast speeds and wet European highways results in many hydroplaning accidents every year. Many variables lead to hydroplaning, but slower speeds and good tires are the best way to prevent it. The following safety tips should be used when driving in wet weather:

- Most importantly, SLOW DOWN.
- Stay in middle lanes, as water tends to collect and create pools in outside lanes.
- Follow vehicles using the 3-second rule of spacing.
- Try to follow in the tracks of the vehicle in front of you.
- Avoid hard braking; take your foot off the accelerator to slow down.
- Ensure that the tires and windshield wipers are serviceable.
- Drive with your headlights on.
- Never drive beyond the limits of visibility.
- Never drive through moving water or puddles that touch the vehicle frame.
- Beware of high winds during storms and blinding lightning at night.

4. Winter road conditions in Europe can be a challenge for all drivers, especially for those who do not have experience driving in Europe. When driving under these challenging conditions, slow down and increase the distance to the vehicle in front of you. Decreasing your speed will allow more time to respond when a difficult situation arises. Factors such as the type of vehicle you are driving, the quality of snow tires your vehicle is equipped with, and your abilities as a driver should all be considered when adjusting your speed. Prepare for unplanned events by carrying a cell phone and having emergency supplies in the vehicle, such as the following:

- Abrasive material (cat litter, salt, sand, or traction mats) to use when the vehicle gets stuck in snow, slush, or mud.

- Booster cables, a compass, and a warning light or road flares.

- Brightly colored cloth to signal for help.

- First-aid kit.

- Flashlight (with extra batteries).

- Scraper with a brush on one end.

- Snow shovel.

- Tow chain or strap.

- Warning device (flares or reflective triangles).

5. For many winter road conditions, the right risk decision is to delay travel and pull off the road until conditions improve. For other conditions, simply reducing speed and increasing the distance between vehicles may be appropriate to reduce risk to an acceptable level. Leaders will ensure that every Soldier knows how to evaluate risks and make the proper decision when road conditions begin to deteriorate.



## **WEATHER**

### **1. WINTER WEATHER PATTERNS**

a. The major features of German winter weather are the Azores High, the Asiatic High, and the Icelandic Low. The Azores High is at its weakest and farthest west and south in winter, which allows migratory storms out of the Icelandic Low (to the west of Europe over the northern Atlantic Ocean) to track across Europe on a regular basis. The Icelandic Low is at its strongest in winter and sends a constant stream of low-pressure systems (storms) across Europe. The steady west winds that dominate the continent come from the north Atlantic and spread cold, wet air over Europe. This makes winter weather wet, cold, and cloudy much of the time. Fog, drizzle, and light rain are typical in winter. Lows that move into the Baltic Sea to the north often intensify there, especially early and late in the season when sea ice cover is at a minimum. Strong, gusty winds, heavy snow, and thick layers of cloud cover accompany these big storms. The northern rim of the central “plateau massif” is far enough inland to be protected from the worst conditions, but heavy weather still reaches this region with the biggest storms.

b. The Asiatic High, which is centered well to the east of Germany over Siberia, expands and intensifies at intervals all winter and brings frigid but clear weather to Germany for 1 or 2 days at a time. The icy air is sometimes accompanied by strong, gusty winds at the forward edge, but the winds normally diminish within 48 hours. When these winds blow, the wind chill can drop the apparent temperature dangerously low. Wind gusts of 40 to 55 knots are not uncommon. The Asiatic High is at its most intense in January and February. After that, it begins to break down as temperatures over Siberia begin to rise.

### **2. FOG**

The chance of fog increases in the fall. Dense fog can be expected from October through March. Fog restricts visibility, potentially impairing a driver’s road vision, 19 to 21 days of an average winter month. Fog is most common between 0300 and 0800 but can occur any time of the day. Dense fog that limits visibility to 800 meters or less normally occurs 4 or 5 days each month, and is especially hazardous to aircraft in flight as well as vehicle traffic.

### **3. SOLDIER RISKS**

German winter weather poses several aviation challenges due to low visibility and cloud ceilings. Heavy snow can hinder rail-loading operations. Gale-force winds can impede vessel movement and delay port operations. More commonly, freezing temperatures coupled with wind can cause hypothermia and frostbite. Ice and snow on roadways along with reduced visibility due to fog often create extremely hazardous road conditions.

### **4. REFERENCES**

a. More weather information is available at <https://ows.sembach.af.mil/5day/> and <https://ows.sembach.af.mil/regional/ceneurope/>.

b. Information on road conditions is available at <https://www.g3.hqusareur.army.mil/divisions/ops/asgconditions>.

## **MEETING UNDER THE OAK TREE**

1. Before weekends and holidays, and before Soldiers go on pass or leave, first-line officers / noncommissioned officers (NCOs) will give a safety briefing, and first-line NCOs will meet with each Soldier to discuss the Soldier's off-duty plans. This process, called "Meeting Under the Oak Tree," ensures that leaders are aware of their Soldiers' plans and are able to discuss the risks associated with those plans. It also ensures that the first-line leader / supervisor is able to make a verbal contract with the Soldier in which the Soldier agrees to take steps to mitigate those risks. Soldiers will not be granted pass or leave until they discuss their plans with their first-line NCOs and a "safe behavior contract" is reached between the NCO and his / her Soldier.
2. Memorandum, HQ USAREUR/7A, AEAGA-S, 10 May 2004, subject: Memorial Day Weekend—Summer Under the Oak Tree, established the "Meeting Under the Oak Tree" requirement. This memorandum complements and must be used with the individual risk-assessment requirements of my Army in Europe Command Policy Letter 3, enclosure 4.
3. The Off-Duty Risk Assessment is on the USAREUR Safety Web site. The verbal "Meeting Under the Oak Tree" contract meets the separate, off-duty risk assessment requirement prescribed by Army in Europe Command Policy Letter 3, enclosure 4, paragraph 2c.
4. In addition to making a verbal contract, Soldiers will complete a driver's risk-assessment questionnaire in conjunction with their first-line NCO. The purpose of this questionnaire is to establish the Soldier's basic risk indicators for subsequent reference by the first-line NCO. This questionnaire is on the USAREUR Safety Web site. The questionnaire must be downloaded before it can be used. Once downloaded, the questionnaire must be completed for each Soldier. When necessary, first-line leaders will require Soldiers to complete the questionnaire again to maintain currency.
5. Before "Meeting Under the Oak Tree," the NCO will review the Soldier's risk assessment. In open, honest conversation, the NCO and the Soldier will then discuss the Soldier's plans. The Off-Duty Risk Assessment will be used to guide the discussion.
  - a. The Soldier is responsible for disclosing his or her plans and perspective of the risks involved.
  - b. The Soldier and the NCO are jointly responsible for—
    - (1) Identifying additional risks and procedures for mitigating the risks.
    - (2) Making a verbal agreement on a course of action for the period, and any contingency plans.
  - c. NCOs will not allow Soldiers to go on pass or leave until satisfied that the risks have been identified and sufficiently mitigated, and the Soldier and NCO have a verbal agreement.
  - d. The Soldier is responsible for executing the verbal contract and following the risk-assessment and risk-management process as conditions affect the contract.
  - e. Battalion leaders are responsible for verifying the integrity of this process and ensuring that Soldiers are held accountable.

## **MOVEMENTS**

This enclosure provides information on tactical, deployment, and personal transport.

**Tab A: Convoy Operations.** This tab summarizes training and operational issues for movement by convoy.

**Tab B: Tactical Vehicle Operations.** This tab provides information on tactical vehicle operations and vehicle checks.

**Tab C: Rail Operations.** This tab summarizes information for railhead training and operations, and supercargo operations.

**Tab D: POV and Motorcycle Information.** This tab outlines major accident causes and training resources.

## CONVOY OPERATIONS

1. Proper planning and control of vehicle columns on public roads are required to prevent traffic congestion and accidents. Commanders will make movement plans according to AE Regulation 55-1 and USAREUR command directives when convoy movements are smaller than those described in AE Regulation 55-1. Commanders will also refer to Bell Sends Message #1, Deployment Safety.
2. AR 600-55, FM 9-20, FM 21-305, FM 55-30, and AE Pamphlet 385-15 provide information on planning, operating, and controlling motor marches and convoys. AE Pamphlet 385-15-1 provides risk-management information. A training program is available on the USAREUR Safety Web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>).
3. Routes for convoys, especially oversized vehicles, must be inspected and approved in advance. Special attention must be given to bridges, tunnels, weight allowances, overhead electric wires, narrow streets, and tight turns.
4. When convoys travel on public roads, commanders will place a 2½-ton or larger truck as the trailing escort vehicle (TEV). If a 2½-ton truck is not available, commanders will use a 1-ton or larger truck. Tracked vehicles will not be used as TEVs.
5. The lead escort vehicle in the convoy must have a sign in the front that reads "CONVOY FOLLOWS." The TEV must have a sign on the rear that reads "CONVOY AHEAD." Signs will be in English and the language of the host nation through which the convoy is traveling. The lettering on the signs must be black on a white background. The letters must be at least 4 inches tall. Signs must not obscure lights, reflectors, placards, or vehicle conspicuity markings.
6. Vehicles will maintain the following driving intervals from each other:
  - a. At least a 2-second interval under normal driving conditions.
  - b. At least a 3-second interval during inclement weather or when transporting hazardous materials.
  - c. At least a 6-second interval when driving on the autobahn.
7. Vehicles will close up at halts and be completely off the road and clear of intersections. Drivers will use caution when moving onto the road to resume travel. Trail-vehicle personnel will post a guard with a proper warning device to alert approaching traffic. Guards may warn, but not direct, nonmilitary traffic.
8. All persons operating or riding in vehicles as passengers will wear helmets and use seatbelts when sitting in seats that have belts installed. No one will ride in a seat from which occupant restraints have been removed or made inoperative.

9. Trailers will be equipped with safety chains or similar devices to prevent accidents from breakaways. Trailer brakes, brake lights, taillights, and turn signals must be in operating condition.
10. Military motor vehicles will be equipped with warning triangles, first-aid kits, a reflective vest, and fire extinguishers. Commanders will publish a standing operating procedure (SOP) for using warning triangles and ensure a copy of the SOP is carried in the vehicle.
11. A 360-degree, rotating amber warning light (RAWL) will be installed on repair vehicles, utility vehicles, vehicles with oversized loads, wreckers, and vehicles that frequently deviate from or obstruct normal traffic patterns. The first and last vehicle in a convoy must be equipped with and use a RAWL (except in the Netherlands). Tracked vehicles operating on public roads will have a RAWL turned on. Other vehicles in the convoy will use RAWLs only when directed by the convoy commander.
12. Tactical wheeled and tracked vehicles will be marked at the rear with retroreflective, red-and-yellow delineator plates (USAREUR Reg 385-55) to reduce the chance of nighttime rear-end collisions. No other retroreflective markings will be used on the rear of Army vehicles, except for orange warning plates required when transporting dangerous goods (AE Reg 55-4).
13. Personnel will be transported in passenger vehicles such as sedans, station wagons, or buses. When these vehicles are not available, cargo vehicles may be used. Transportation to and from troop training or maneuver areas may be done using cargo trucks if such transportation is part of training. Adequate fixed seating must be available and occupants will be seated when the vehicle is in motion. TEVs will not be used to carry passengers.
14. The driver, assistant driver, or senior occupant of cargo trucks transporting personnel will—
  - a. Walk to the rear to ensure that the tailgate, safety device, or safety strap is in place and that all passengers are seated. After stopping, the driver will walk to the rear and release the safety device or lower the tailgate before permitting passengers to dismount.
  - b. Warn personnel not to jump from cargo beds and to move away from traveled portions of the roadway after dismounting.
  - c. Refuse to move a motor vehicle when any person outside the vehicle is in an unsafe position.
  - d. Place the vehicle in first gear (or park, if the vehicle has automatic transmission) and set the handbrake before starting the engine.

## **TACTICAL VEHICLE OPERATIONS**

1. Drivers must be trained and certified before operating a vehicle (AE Reg 600-55) and must obey local traffic laws and regulations.
2. Unit commanders will perform a mission risk assessment of each mission and brief the vehicle crews involved.
3. Seatbelts, when installed, will be worn by all occupants. The operator and passengers in a vehicle equipped with seatbelts will fasten their seatbelts and keep them fastened while the vehicle is in motion. Senior military passengers or operators will enforce this requirement.
4. Warning devices (such as lights, turn signals, and horns) will be used as conditions and local law require.
5. Glass areas of U.S. Army vehicles must be free of posters, stickers, cracks, discoloration, and nontransparent material that could impair the driver's field of view or create a hazard.
6. Light lenses will be kept clean. Operators of military motor vehicles on public roads and highways will use lights from dusk through the hours of darkness and at other times when necessary. Drivers operating vehicles during inclement weather that reduces visibility (for example, fog, rain, sleet, snow) will use low-beam (not parking) lights. Blackout lights may be used on public roads only when traffic-control or other risk-reduction measures are implemented, and only with the permission of authorities with local jurisdiction.
7. Personnel will be transported according to AR 385-55 and USAREUR Regulation 385-55. Troops will not be transported in the back of cargo vehicles when traveling on highways. Buses or other personnel-movement vehicles must be used.
8. All cargo in a vehicle must be restrained to prevent it from moving within the vehicle body or being lost during transport. Cargo must be restrained to prevent movement from front to rear, side to side, and up and down.
9. The transport of hazardous material must be according to AE Regulation 55-4.
10. Drivers of emergency vehicles (fire department, police, medical) will—
  - a. Drive in a manner that does not endanger life or property. Drivers will comply with speed restrictions and traffic regulations. Drivers will also give adequate warning of their approach by means of appropriate visual signals, auditory signals, or both when operating vehicles under emergency conditions.
  - b. Assume the right-of-way only when and where it is evident that other traffic has yielded the right-of-way in response to the emergency vehicle signal (visual or auditory). Emergency vehicles must never be driven in a manner that endangers life or property.

11. When a vehicle is disabled (including at accident sites)—

a. Unit commanders will ensure that two highway-warning devices (reflective triangles, reflective cones, or blinking lights) are used in accordance with host-nation requirements. These devices must be carried in each military vehicle and used in emergencies.

b. Vehicle crews will use warning devices to warn traffic of the situation. The device should be fully opened before leaving the vehicle and carried as a personal warning device until positioned properly.

c. Recovery personnel will remove disabled vehicles from traffic lanes without delay. Recovery personnel will observe the following when towing vehicles on public highways:

(1) No more than one vehicle will be towed behind a motor vehicle on public highways. A towing vehicle must be suitable for that purpose and will tow only a vehicle of smaller or equal size and weight. Drivers will not use vehicles transporting ammunition or hazardous cargo to tow other vehicles.

(2) Only a wrecker truck or vehicle with a standard tow bar and drag chains will be used for towing. Recovery personnel will use tow chains only when wrecker trucks or tow bars are not available. The use of tow chains will be limited to towing vehicles short distances to clear roadways.

(3) Recovery personnel normally will tow vehicles during daylight. Because of the danger of rear-end collision, vehicles will not be towed during darkness unless necessary to clear roadways. If required during darkness or limited visibility, towing will be done only if vehicles are properly lighted.

(4) Recovery vehicles must be equipped with at least one but not more than two functional RAWLs. RAWLs should not be turned on until the actual recovery operation begins and then only while the disabled vehicle is being attached to the recovery vehicle. When drivers are towing an oversize or overweight vehicle or when drivers cannot maintain minimum speed, the RAWL must remain lighted.

(5) Towed vehicles must be lighted as follows:

(a) The towed vehicle's four-way (emergency) flashers must be on, if available. Taillights must be on (if still operational) and light devices must be free of dirt and unobstructed.

(b) Emergency-warning-kit reflectors or other reflective material must be placed on the rear of the towed vehicle to provide clear warning to approaching vehicles. Reflectors will be no higher than 48 inches (1.5 meters) above the roadway. Towed vehicles that cannot be lighted properly or safeguarded by reflective materials must be followed closely by a TEV.

(c) Recovery personnel will bring disabled vehicles to the nearest repair facility. Towing a disabled vehicle to a place far from the breakdown point is generally unacceptable. In cases involving a risk of collision (for example, poor visibility, bad weather), the disabled vehicle must be towed to the next available rest area or parking lot.

(d) When possible, recovery personnel should not tow disabled vehicles on the autobahn. When a breakdown occurs on the autobahn, the recovery personnel must assess existing traffic conditions to determine whether or not to use the autobahn for towing beyond the next exit. (For example, the vehicle may need to be towed on the autobahn to avoid poor local conditions (winding roads in villages or cities) or construction sites.) Vehicles should not be towed onto the autobahn.

12. Drivers will ensure that RAWLs are operational and used as prescribed by local law. Commanders will ensure that the following types of vehicles have at least one but not more than two RAWLs (NSN 2590-01-107-9696 for tracked vehicles):

- a. Oversize, overweight, and tracked vehicles.
- b. Wreckers, other recovery vehicles, and contact-maintenance vehicles.
- c. LEVs and TEVs in each serial of a convoy, or vehicles escorting an oversize or overweight vehicle.
- d. Other vehicles as determined by local commanders.

13. Commanders will ensure that all Army tactical vehicles and trailers are marked at the rear corners with two delineator plates according to USAREUR Regulation 385-55. Drivers will ensure that the plates are kept clean.

14. Drivers of tracked vehicles operated on roads will mark tracked vehicles with reflective tape. Red tape (NSN 9390-00656-1186) may be used on the rear, and amber tape (NSN 9390-00-753-3208) may be used for the sides and front.

a. Reflective tape must stick to vehicle surfaces. Special care must be used when applying the tape in cold weather (42 degrees Fahrenheit or below). The tape must be applied to a clean, dry surface.

b. Reflective tape applied to a flat vertical surface gives the most intense reflection. If an adequate vertical surface does not exist, the tape should be applied to plates that can be easily removed and reused.

c. Reflective tape should be mounted on the most visible surface near the four corners of the vehicle. Three strips of 2- by 12-inch tape are recommended for greatest visibility.

15. Operators of military vehicles will not consume drugs or alcoholic beverages (including beer and wine) while they are driving or within 8 hours before driving.



16. While operating Government vehicles, drivers will not use equipment that distracts from the vehicle operation. This includes cell phones and headphones that are not approved vehicle equipment.

17. Drivers will not smoke while operating Government vehicles.

18. Drivers will not make U-turns on roads. This is a significant cause of fatal accidents with civilians. To reverse direction, drivers should exit the road and use an overpass or underpass, turn off, or other safe means.

19. Drivers will not make voluntary halts on the roadway. Drivers will pull off the roadway and into authorized parking areas or other safe locations.

20. Basic vehicle before-operation checks must be performed. Deficiencies must be brought to the attention of the supervisor and noted in writing on the appropriate maintenance form. Vehicles that have any of the following deficiencies will not be operated:

a. Components that are not adjusted or functioning properly, including steering, lights, windshield wipers, horns, warning signals, side or rearview mirrors, restraint systems, and other safety devices, including vehicle conspicuity devices where required (USAREUR Reg 385-55).

b. Windshields, windows, mirrors, lights, reflectors, or other safety devices that are broken, cracked, discolored, or covered with frost, ice, snow, dirt, mud, or grime.

c. Parking brakes that are defective, inoperable, or not adjusted. Vehicles with defective brakes, including parking brakes, will be nonmission-capable (NMC) until repaired. When vehicles with brake problems are moved for maintenance, they will be towed with a tow bar.

d. A gasoline, brake fluid, or class 3 diesel leak. Leaky vehicles will be NMC until repaired.

e. Any condition likely to cause injuries or damage because of component failure. Examples include tires that are excessively worn, deeply cut, or that have exposed cords; cracked wheel hubs; worn or frayed tiedown straps or personnel-restraint systems; torn sheet metal with exposed sharp edges; damaged or missing exhaust-pipe shields; leaks from exhaust systems; loose or missing wheel nuts; and spare wheels improperly secured.

f. Improperly secured loads.

g. A load that exceeds the vehicle's load limits.

h. Missing warning triangles or first-aid kits.

21. AE Regulation 55-1, AE Regulation 55-4, AE Pamphlet 385-15, and USAREUR Regulation 385-55 provide more information.

## **RAIL OPERATIONS**

1. Proper planning and control of Army rail operations at railheads and of en route supercargoes are required to prevent accidents during deployment and redeployment. Commanders will ensure personnel are trained to safely execute required tasks for rail operations. Soldiers must understand that they are forbidden from climbing on railcars from the time the car is loaded until it is ready to unload. This eliminates the risk of a Soldier being electrocuted due to electrical arching from high voltage overhead rail power lines. Bell Sends Message #1, Deployment Safety; and Bell Sends Message #3, SAFETY ALERT—Rail Operations, provide more information.
2. Maneuvering heavy equipment in confined areas under overhead electrical lines, and moving heavy objects in all types of weather indicate the range of hazards that must be managed by first-line leaders during rail operations. Leaders must prepare, train, observe, and verify all critical aspects during rail operations to guarantee safe mission accomplishment.
3. FM 55-15, AE Regulation 55-355, AE Regulation 190-13, AE Pamphlet 385-15, and USAREUR Regulation 55-26 provide information on planning, operating, and controlling rail operations. AE Pamphlet 385-15-2 provides risk-management information. The USAREUR training and certification program is available on the USAREUR Safety Web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>). Video Tape #A0954-88-0003 may be used to enhance training.
4. Unit commanders will conduct a thorough risk analysis of the rail site and consider all potential risk factors. Soldiers will be trained on all applicable safety standards and procedures. First-line leaders will enforce the wear of all required safety equipment and brief Soldiers on all identified on-site hazards. Trained ground guides, medical support, and protection from cold and inclement weather will be available during operations at loading and unloading sites.
5. Soldiers will not work or walk on vehicles without specific permission from the officer or noncommissioned officer in charge. When power lines are switched on temporarily for technical reasons, operations will cease, the area will be cleared of personnel, and operations will not resume until the appropriate railway authority gives permission.
6. Soldiers will not be allowed to stand on railcars when they are moving, or jump from or walk between railcars. Leaders will warn Soldiers of the hazards associated with passing trains and attempting to mount a moving train.

## POV AND MOTORCYCLE INFORMATION

### 1. GENERAL

Traffic accidents are the number-one killer of Soldiers. Soldiers returning from extended deployments will receive refresher training on local traffic rules and hazards to acclimate them with driving in Europe. Privately owned vehicle (POV)- and motorcycle-accident prevention is covered in the POV Tool Box on the USAREUR Safety Web site at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>.

### 2. VEHICLE REFRESHER TRAINING

a. The following video products available from training and audiovisual support centers should be used to support training and refresher requirements:

Driving in Europe (CONUS)	A0954-02-0410
Driving in Europe (Instructor)	A0954-02-10-05
Driving in Italy	A0954-02-0238
The 7 Sinn (Winter Driving)	A0954-96-10-06
The 7 Sinn (8 Clips)	A0954-97-9010VT
Motorcycle Safety	A0954-89-0017

b. Training Circular 21-305 provides more information on refresher-training. An automated version is available on the USAREUR Safety Web site and from local driver testing stations. A deployment vehicle safety briefing is also available on the USAREUR Safety Web site.

### 3. DRINKING AND DRIVING

a. Restrictions on alcohol consumption while deployed may result in Soldiers drinking to make up for lost time when they return to Europe. Soldiers must be reminded not to drink and drive. Drinking while driving increases the risk of being a fatality by 92 percent.

b. The penalties for drinking and driving include the following:

(1) 90-day driving ban: Operating a POV with a breath or blood alcohol content (BAC) of 0.5 milligrams (mg) to 0.79 mg of alcohol per 1.0 milliliter (ml) of whole blood or breath.

(2) 180-day driving ban: Operating a POV with a BAC of 0.8 mg to 0.99 mg of alcohol per 1.0 ml of whole blood or breath.

(3) Indefinite driving ban (minimum 12 months): Operating a POV with a BAC of 1.0 mg or more of alcohol per 1.0 ml of whole blood or breath.

(4) Indefinite driving ban (minimum 12 months): Refusing to complete a lawful chemical test under the implied consent provisions.

(5) 5-year driving ban: Operating a POV with a BAC of 0.5 mg or more per 1.0 ml of whole blood or breath for the second time within the last 5 years.

(6) Permanent driving ban: “Three strikes and you are out.” Drivers with three alcohol-related offenses will never receive a U.S. Forces drivers license again.

#### **4. SEATBELTS**

a. Seatbelts significantly increase your chance for survival in a traffic accident. Host-nation and Army regulations require all vehicle occupants to use a seatbelt or child-restraining device.

b. USAREUR’s *Click It or Ticket* Campaign gives drivers the choice of reducing their risk of fatal injury or being banned from driving for at least 7 days. The aim is to prevent death and serious injury.

(1) U.S. military police enforce seatbelt compliance on military installations and in housing areas. Host-nation police staff checkpoints off post.

(2) POV operators who drive without wearing a seatbelt or who do not require passengers to wear seatbelts or restraining devices can be penalized. A first-time offender’s driving privileges will be suspended for 7 days. A second-time offender will lose driving privileges for 30 days and receive a letter of counseling. Third-time offenders will lose their license for 180 days. Repeat offenders may be banned from driving for up to 1 year.

(3) Each offense also adds two traffic points to the offender’s driving record. German authorities charge a €30 fine against drivers who drive without a seatbelt. POV operators are charged if any vehicle occupant is not wearing a seatbelt or proper restraining device such as a child’s car seat.

#### **5. POV ACCIDENT CAUSES**

Our recent history with POV accidents indicates three main accident causes: driving too fast for road conditions or losing control while passing or exiting the roadway; falling asleep or losing control due to drowsiness; and operating a vehicle under the influence of alcohol. These causes can be controlled through personal risk management. The associated “impatient” or “in-a-rush” factors also play a role, especially on secondary roads. The pressure of trying to get somewhere in time for an appointment, winding or hilly roads, and slow traffic can lead a driver to make poor decisions when passing.

## 6. MOTORCYCLES

**a. Requirements.** Soldiers must have a valid motorcycle license to operate a motorcycle in the Army in Europe. They must also have a current Motorcycle Safety Foundation training certificate. Soldiers operating motorcycles must receive annual refresher training from their chain of command. Soldiers returning from deployments must also receive refresher training.

**b. Accidents.** Motorcycle accidents are caused by several factors:

- Speed: riding too fast for conditions.
- Overconfidence in one's abilities.
- Not driving defensively.
- Lack of motorist awareness.
- Drinking and riding.

**c. Protective Equipment.** Helmets are 29-percent effective in preventing fatal injuries. Riders must wear an approved helmet, goggles or face shield, sturdy footwear, long-sleeved shirt or jacket, long trousers, full-fingered gloves designed for motorcycle use, and a brightly colored upper garment during the day and a reflective upper garment at night (AR 385-55).

**d. Crash Avoidance and Injury Mitigation.** Three types of motorcycle crashes account for over 90 percent of all crashes and virtually all serious crashes:

- Collision with another vehicle—usually a car, and usually one changing direction.
- Failure to negotiate a corner.
- Head-on collision.

## **WAR SOUVENIRS, AMNESTY PROGRAM, AND EXPLOSIVE ORDNANCE DISPOSAL**

### **1. GENERAL**

Soldiers sometimes return from deployments with unauthorized and dangerous souvenirs. The following information identifies which articles are and are not permitted as souvenirs and provides instructions for amnesty programs for ammunition items.

### **2. WAR SOUVENIRS**

Soldiers are not authorized to keep captured enemy weapons, ammunition, explosives, or equipment such as vehicles, trailers, generators, radios, or communication devices. As a limited exception to this prohibition, the following items of enemy public property may be kept by members of the U.S. Armed Forces as souvenirs:

- a. Captured enemy military clothing (for example, belts, hats, insignia, shirts, trousers).
- b. Captured enemy individual military equipment (for example, ammunition pouches, canteens, helmets, load-bearing equipment, mess kits).
- c. Other items that clearly pose no safety or health risk (for example, books, flags, photographs, posters, training manuals).

### **3. AMNESTY PROGRAM**

**a. General.** The USAREUR Ammunition Amnesty Program was established to provide a means for personnel to return ammunition and explosives to the supply system and ensuring that these items are properly disposed of according to safety criteria. This program is not intended to circumvent normal turn-in procedures.

(1) The amnesty program will be conducted on a no-questions-asked basis to provide an opportunity for individuals to return items without fear of reprisal or prosecution. This policy must be widely publicized to ensure the program reaches all military and civilian personnel and their family members. Ammunition kept as a souvenir is a safety hazard and is prohibited.

(2) Amnesty programs in the Army in Europe will be according to DA Pamphlet 710-2-1, paragraph 11-19; and USAREUR Regulation 385-64.

(3) Before establishing an amnesty program, the commander will seek legal advice from the servicing legal office.

**b. Local Amnesty Programs.** Commanders of organizations with elements that use ammunition and explosives will develop local amnesty programs. These programs may be conducted in conjunction with other local units or with the area support group (ASG) program.

(1) All personnel will be briefed on amnesty policy and procedures before each training event, exercise, or deployment that requires the use of ammunition or explosives. The briefing will include the location of the nearest amnesty-collection container or turn-in point and the telephone number of the unit responsible for the container or point. Personnel will be asked to notify the controlling unit when items have been deposited.

(2) The location of the nearest amnesty-collection container or turn-in point and the telephone number of the responsible organization will be provided to anyone wishing to turn in ammunition or explosives under the program.

(3) An amnesty day will be conducted at least once each quarter according to DA Pamphlet 710-2-1.

(4) Ammunition and explosive residue generated during training exercises will not be turned in to ammunition supply points (ASPs) under the amnesty program.

(5) Programs must be monitored to ensure that they are not being used to avoid accountability or proper turn-in procedures. For the purposes of program evaluations, appropriate records must be maintained on ammunition turned in.

### **c. Collection Points.**

(1) Ammunition-collection points must be located in places where people are not prevented from using them.

(a) Permanent amnesty-collection containers will be placed at each ASP, ammunition storage area, and major training area, and at least one in each ASG or base support battalion. ASG commanders will designate additional ammunition-collection points to ensure coverage in each geographic area.

(b) Unit commanders will establish amnesty-collection points at local training areas for all training events involving ammunition and explosives other than small arms ammunition.

(c) Other convenient sites for amnesty-collection points include areas close to combat-vehicle parking, barracks, military police stations, and departure points. Vehicle parking or assembly areas may be a good location for returning units.

**NOTE:** For safety reasons, containers in populated areas will be designed with an opening no larger than necessary to accept .50-caliber ammunition.

(2) A standing operating procedure including the location and design of the container, procedures for checking the container, and container maintenance, must be approved in writing by the ASG safety office, ASG provost marshal office, and the servicing quality assurance specialist (ammunition surveillance) (QASAS).

(3) The container design must prevent items from being manually extracted from the container and provide sandbag protection appropriate to the highest hazard-division fire symbol of the items reasonably expected to be deposited.

(4) Containers will be available for amnesty items 24 hours a day. A telephone number for the controlling unit must be stenciled on or posted immediately next to the container with directions for reporting amnesty ammunition and explosives. Telephone numbers for explosive ordnance disposal (EOD) personnel, the QASAS, and other responsible personnel should also be provided.

(5) Units responsible for controlling amnesty sites will establish irregular inspection intervals of at least once a week. Small arms ammunition will be removed for delivery to the servicing ASP. If items other than small arms ammunition are found, EOD personnel, QASASs, and other responsible personnel, as appropriate, will be consulted before moving the items. In most cases, on-site inspection by qualified personnel will be required to ensure that hazardous items are safe for movement.

#### **4. EXPLOSIVE ORDNANCE DISPOSAL (EOD)**

a. The staff EOD officer, assigned to the Operations Division, Office of the G3, HQ USAREUR/7A, will exercise general staff supervision of the USAREUR EOD Program and serve as the primary POC for EOD matters. The table below lists servicing EOD organizations and telephone numbers.

<b>USAREUR EOD Organizations</b>	
<b>Unit</b>	<b>Telephone</b>
EOD Control Cell 191st Ordnance Battalion Miesau, Germany	DSN 486-3767/3705 civilian 06371-842-3767/3705 fax 486-3705
702d Ordnance Company (EOD) Grafenwöhr, Germany	DSN 475-8332 civilian 09641-83-8332
720th Ordnance Company (EOD) Mannheim, Germany	DSN 384-6658 civilian 0621-730-6658

b. Local commanders and community commanders will request EOD representation in all phases of range-clearance planning. Approval from the 21st Theater Support Command EOD Cell is required for all EOD range-clearance support 60 days before the operation (AR 385-63).



## WELL-BEING

This enclosure provides information that supports the *No Loss of Life* safety program.

**Tab A: Wellness Interface.** This tab summarizes wellness programs that interface with safety program goals.

**Tab B: Medical Program and Heat/Cold Weather Injury Prevention.** This tab provides relevant medical interface information and countermeasure programs for hot and cold environments.

## **WELLNESS INTERFACE**

### **1. GENERAL**

- a. This tab provides wellness-program areas that interface with the Winter Safety Campaign.
- b. Wellness encompasses a variety of activities designed to facilitate behavioral and environmental changes to improve and protect health. This includes a combination of health education and related organizational, social, emotional, spiritual, and healthcare activities and initiatives. These are integrated to produce a single, comprehensive program. The operational side is delegated to several operational entities, including the USAREUR G3 for physical conditioning, the USAREUR G4 for nutrition, the USAREUR Chaplain for spiritual fitness, the United States Army Dental Command for oral health, and the USAREUR Command Surgeon for most clinical and operational areas.

### **2. SUICIDE**

- a. Suicide is a leading cause of death in the Army during peacetime. Everyone must take proactive actions to prevent suicide and respond to those who may be at risk. Bell Sends Message #4 discusses the losses to USAREUR caused by suicides. Army in Europe Command Policy Letter 28 prescribes requirements for suicide prevention.
- b. Warning signs of suicidal ideation include verbal warnings, behavioral warnings, and symptoms of depression. Specific information is available in DA Pamphlet 600-70. During the holiday period and the early months of the new year, the number of suicides tends to increase. Concern, observation, and early intervention are the main weapons we have in the fight against suicide.
- c. Commanders at all levels must be sensitive and responsive to the needs of Soldiers, civilian employees, and their families, and familiar with the community agencies and individuals available for suicide-prevention activities. Immediate resources for suicide-prevention activities include members of unit ministry teams, behavioral health professionals, local health professionals, and social work services.

### **3. DOMESTIC VIOLENCE**

- a. Life did not stop while Soldiers were away serving in Operation Iraqi Freedom (OIF) or Operation Enduring Freedom (OEF). Bills had to be paid and day-to-day disasters had to be dealt with. Spouses proved themselves equal to the task. Consequently, roles may have changed in the Soldier's absence with regard to managing basic chores and household duties. Face-to-face communication may be difficult after a separation. Children grow up during separations; they may seem different in some ways. Spouses sometimes become more independent and may need more space. Soldiers may be faced with changing outlooks regarding priorities in the household. Any combination of these factors combined with the stress of "reentering" a changed family can result in additional stress and potentially violent confrontations.

b. Domestic violence encompasses a wide range of activities including patterns of behavior resulting in emotional or psychological abuse, economic control, interference with personal liberty, and the use, attempted use, or threatened use of force against a person of the opposite sex. Child abuse and neglect include physical injury, sexual maltreatment, emotional maltreatment, deprivation of necessities, withholding medical treatment, or combinations of these inflicted on a child by an individual responsible for the child's welfare.

c. AR 608-18 requires the Army Family Advocacy Program to provide educational information, resources, and services to help individuals who may be victims of violence, offenders in abusive relationships, and people affected by violence.

d. Programs and services include but are not limited to advocacy services, safety planning, domestic-violence awareness programs, and child-abuse prevention programs. The Army Family Advocacy Program also is required to provide education to childcare providers on the prevention and identification of child abuse.

e. Several pamphlets and more information are available at [http://www.armycommunityservice.org/vacs\\_advocacy/home.asp](http://www.armycommunityservice.org/vacs_advocacy/home.asp).

#### **4. ALCOHOL AND DRUG ABUSE**

a. Soldiers returning from OIF and OEF have been under General Order Number One, which means they have not consumed alcohol for up to a year. Abuse of alcohol and other drugs remains a problem. Commanders must maintain an active role in deterring this behavior. Given the frequency that alcohol and drug abuse directly affects other unsafe behavior, a strong program of alcohol education may be one of the most far-reaching safety programs a commander can oversee.

b. The Army Substance Abuse Program (ASAP) is a comprehensive program that combines prevention education, urinalysis testing, and civilian-employee counseling services. These programs are designed to strengthen the overall fitness and effectiveness of the Army in Europe community and enhance the combat readiness of personnel and units. The main purpose is to eliminate alcohol and drug abuse. The prevention-education function will provide current substance-abuse prevention information for all members of Army in Europe, both military and civilian.

c. Associated with this subject are two USAREUR programs:

(1) The emergency-contact and ride-home programs for Soldiers provide them a safety net as required by Army in Europe Command Policy Letter 3. Each unit must ensure that their Soldiers know who to call when they are at risk. Encourage Soldiers who need a ride to request one from their unit, the military police, or personnel involved in voluntary community programs.

(2) The “Booze It and Lose It” campaign targets drinking drivers both on and off post during long holiday weekends and periodic monthly checks. Emphasize the use of designated drivers to reduce the possibility of Soldiers driving while under the influence.

## **5. DEPLOYMENT CYCLE SUPPORT PROGRAM (REINTEGRATION)**

a. The Deployment Cycle Support Program (DCSP) is a commander’s program that establishes an Army-wide standard on how we receive and reintegrate active component (AC) and Reserve Component (RC) Soldiers and DA civilians on their return from extended deployments.

(1) The Army has instituted a multifaceted program intended to provide deployed personnel and their families with information, programs, and support to ensure Soldiers and DA civilians return home better prepared to deal with what they have seen, done, and experienced. The DCSP consists of a series of tasks, briefings, and evaluations that are initiated in the theater of operations and continue at home station.

(2) The DCSP ensures mandatory health screenings are completed for all deployed individuals. Additional screenings are completed to determine the need for stress counseling or critical incident decompression sessions. The DCSP has added reunion training, classes on relationships, and instruction on communicating with children along with suicide prevention training and other tasks to the historical requirements we associate with a redeploying Army.

(3) The DCSP is conducted in depth and is event- (not time) driven. The DCSP does not just concentrate on deployed personnel; it also concentrates on the family to help it receive and reintegrate deployed family members. The entire program is planned to foster individual readiness, unit preparedness, community cohesiveness, and a return to normalcy as quickly and as successfully as possible.

b. The DCSP will be conducted in three phases: redeployment, post-deployment, and reconstitution.

### **(1) Redeployment Phase.**

(a) Redeployment for USAREUR units begins when a warning order is given by the combatant commander in theater. During this period, USAREUR units will reposture themselves in the in-theater area of responsibility (AOR), transfer forces and material to support other operational requirements, or return personnel, equipment, and material to the central region or the demobilization station if the redeploying unit is an RC unit integrated with USAREUR assets.

(b) During the redeployment phase, units will begin to conduct recovery in theater or in the AOR for all deployed personnel and equipment. The unit activity level will be ramped down, giving unit members the opportunity for a well-deserved rest. Unit leaders will balance in-theater or AOR recovery and reconstitution requirements with rest and unit-directed activities.

(c) Although units begin redeployment activities in the in-theater AOR, other actions will take place concurrently at home station. A key element of the successful reintegration of deployed personnel will center on proper preparation of all those involved, to include educating and training spouses and family members. Rear detachment commanders, DA civilians, volunteers, family readiness groups, community agencies, and employers should all participate. The redeployment phase ends with individual or unit arrival at home station (AC) or the demobilization station.

## **(2) Post-Deployment Phase.**

(a) This phase begins with the arrival of USAREUR forces at home station in the central region and provides a deliberate reintegration training and monitoring period. This period is designed to gradually reintroduce Soldiers to the family unit before full-time block leave. This phase includes actions to recover equipment and personnel. Individual redeployment and demobilization processing for RC Soldiers (reverse Soldier readiness program (SRP), medical screening, deployment cycle support (DCS) process) are completed during this phase.

(b) During the initial week of recovery, units will implement a “half-day” schedule to ensure Soldiers have adequate personal time. For RC Soldiers, demobilization begins with recovery at the port of debarkation (POD) and ends with rearming, refueling, and refitting at home station. Unit “welcome home” ceremonies will be conducted to recognize deployed forces and will impose minimal requirements on returning Soldiers and civilians. This phase ends with release from the initial recovery mission (AC) or arrival at home station (RC).

**(3) Reconstitution Phase.** This phase continues to occur at home station and involves the recovery of equipment, completion of administrative requirements, continuation of Soldier reconstitution, reintegration with family, and transition to civilian jobs (RC). Units will begin preparations for future deployment missions. Activities include family readiness, reintegration of Soldiers into their families and communities, equipment maintenance, and Soldier readiness actions. These activities continue as the unit or individuals prepare to begin unit collective training. This phase ends when the unit has reached a state that allows it to begin unit collective training.

## **6. REFERENCES**

- a. AR 600-63, Army Health Promotion.
- b. AR 600-85, The Army Substance Abuse Program.
- c. AR 608-18, The Army Family Advocacy Program.
- d. DA Pamphlet 600-24, Suicide Prevention and Psychological Autopsy.
- e. DA Pamphlet 600-70, U.S. Army Guide to the Prevention of Suicide and Self-Destructive Behavior.
- f. USAREUR Regulation 40-6, Referring Soldiers for Mental-Health Evaluations.
- g. Army Medical Department Suicide Event Report (ASER).

## **MEDICAL PROGRAM AND HEAT/COLD WEATHER INJURY PREVENTION**

### **1. PERIODIC MEDICAL EXAMINATIONS**

As of January 2003, every active duty Soldier who is 30 years of age and older must have a physical examination on record that is not more than 5 years old. Some military medical exams conducted for purposes other than the periodic exam may be used to comply with this periodic exam requirement. Commanders must ensure that all Soldiers are in compliance with this requirement at all times to have a current medical examination.

### **2. DEPLETED URANIUM AWARENESS TRAINING**

The United States Army Center for Health Promotion and Preventive Medicine - Europe (CHPPM-EUR) has a fact sheet on depleted uranium that refers to the requirement for depleted uranium awareness training and the need to exercise standard field hygiene measures as additional safety and precautionary measures. The reference for depleted uranium awareness is GTA 03-04-001A.

### **3. DRUG-FREE FIGHTING FORCE**

It is every leader's responsibility to educate Soldiers, deter drug use, and detect illegal drug abusers. To help commanders with this effort, the Army Center for Substance Abuse Program (ACSAP) has established a "Club Drug Initiative" to distribute information on the dangers and consequences of club drugs (including ecstasy) and the rave culture. This initiative and other tools are in place to help commanders educate, deter, and detect illegal drug use.

### **4. PRE- AND POST-DEPLOYMENT MEDICAL PROCESSING**

References applicable to ensuring the successful implementation of medical pre- and post-deployment processing of Soldiers include the following:

- a. AR 40-5, Preventive Medicine.
- b. AR 40-66, Medical Record Administration and Health Care Documentation.
- c. AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing).
- d. AE Regulation 600-8-101, USAREUR Soldier Readiness Program.
- e. MCM-0006-02, Updated Procedures for Deployment Health Surveillance and Readiness ([http://www.dtic.mil/cjcs\\_directives/cdata/others/mcm\\_0006-02.pdf](http://www.dtic.mil/cjcs_directives/cdata/others/mcm_0006-02.pdf)).

### **5. DISEASE AND ILLNESS-RELATED INFORMATION**

Fact sheets on various diseases and illness-related information are available on the CHPPM-EUR Web site at <http://chppm-www.apgea.army.mil/>. These include fact sheets on tick-borne encephalitis; fox tapeworm; hantavirus; histoplasmosis; Lyme disease; mosquitoes; West Nile fever; poisonous Balkan snakes; tularemia (rabbit fever); malaria; Lassa fever; head lice; depleted uranium; bovine spongiform encephalopathy (mad cow disease); asbestos; chemical agent resistant coating; lead exposure; Crimean Congo hemorrhagic fever; foot and mouth disease; mold inside homes, offices, and schools; JP-8 exposure; smallpox; severe acute respiratory syndrome (SARS); and grain-dust exposure.

## **6. HEAT-INJURY PREVENTION**

Heat injury remains a significant health threat to Soldiers and to mission completion. Three variables interact to cause heat injuries: the climate (temperature and humidity), the intensity of activity, and individual Soldier risk factors, especially fitness level. Heat injury occurs when a person loses excessive fluids through sweating and fails to adequately replenish water and salt. The risk of heat injury is increased with the use of heavy or impermeable clothing, such as mission-oriented protective posture (MOPP gear), and intense prolonged activity. Soldiers who are not adapted or acclimatized to hot environments are at higher risk of heat injury.

- a. Heat injuries are preventable. Leaders are responsible for the health of their Soldiers. First-line leaders must identify heat-injury hazards and take appropriate action to reduce or eliminate them.
- b. Leaders must take specific actions to properly care for heat casualties. Proper treatment in the field and timely evacuation can be lifesaving.
- c. References on how to anticipate, prevent, and manage the adverse effects of heat stress include the following:
  - (1) FM 4-02.17, Preventive Medicine Services.
  - (2) FM 4-25.12, Unit Field Sanitation Team.
  - (3) FM 21-10, Field Hygiene and Sanitation.
  - (4) FM 21-18, Foot Marches.
  - (5) FM 21-20, Physical Fitness Training.
  - (6) TB MED 507, Heat Stress Control and Heat Casualty Management.
  - (7) CHPPM-EUR Web site at <http://chppm-www.apgea.army.mil/heat/>.

## **7. COLD-WEATHER INJURY PREVENTION**

The threat of cold-weather injuries exists not only for troops who are deployed or participating in field exercises, but also for personnel in garrison. Cold-weather injuries can occur even when temperatures are not freezing. Cold-casualty prevention is a command responsibility. The prevention of cold weather injuries requires vigorous command emphasis.

- a. A comprehensive cold-weather injury prevention program should follow the principles of risk management by identifying hazards, assessing the hazards in terms of severity and probability, and implementing appropriate controls to mitigate hazards. Personnel must recognize conditions that are risk factors for cold-weather injuries, know which preventive measures to use to reduce risk, recognize the types of cold-weather injuries, and be able to provide proper treatment.

b. Spot-checking and supervision by first-line leaders should be used to ensure control measures are being implemented.

c. Unit commanders must conduct a risk assessment for physical training (PT) under winter conditions. Unit commanders should consider specific additions to the standard PT uniform (for example, black stocking cap, gloves, balaclava, neck gaiters) based on weather conditions. Minimum cold-weather PT uniform guidance should correspond to the wind-chill categories indicated below:

<b>COLD WEATHER RISK</b>	<b>PT UNIFORM GUIDANCE</b>
Little Danger	PFU, sweat top and bottom, black knit cap, black gloves with inserts, neck gaiter
Increasing Danger	PFU, sweat top and bottom, polypropylene top and bottom, balaclava, trigger-finger mittens
Great Danger	Add extended cold weather clothing system (ECWCS) mittens, parka

d. References that provide information on how to anticipate, prevent, and manage the adverse effects of cold weather include the following:

- (1) FM 4-25.11, First Aid.
- (2) FM 21-10, Field Hygiene and Sanitation.
- (3) TC 21-3, Soldiers Handbook for Individual Operations and Survival in Cold-Weather Areas.
- (4) GTA 08-06-012, Adverse Effects of Cold.
- (5) United States Army Research Institute of Environmental Medicine (USARIEM) Technical Note 02-2, Sustaining Health & Performance in Cold Weather Operations (<http://www.usariem.army.mil/download/cold0102.pdf>).
- (6) USAREUR Pamphlet 350-7, Winning in the Cold.
- (7) CHPPM-EUR Web site at <http://chppm-www.apgea.army.mil/coldinjury/>.



## **PUBLIC AFFAIRS**

### **1. PURPOSE**

This enclosure assigns responsibilities and provides policy guidance for the Office of the Chief, Public Affairs (OCPA) HQ USAREUR/7A, for the period 1 October 2004 through 30 April 2005 in support of the Winter Safety Campaign. These actions include the distribution of public information, command information, and internal information. The Winter Safety Campaign memorandum provides operational details.

**a. Policy.** Policy on information strategies require the OCPA to synchronize plans for using all available and appropriate methods of communication to achieve specific goals of informing target audiences.

**b. Assumptions.** Troop and equipment movement during deployment and redeployment operations increase risks leading to potential troop casualties. Reintegrating personnel to their home-station units and block-leave schedules cause an increase in unsafe acts by individuals. Personnel redeploying suffer from a decrease in situational awareness.

### **2. GENERAL**

**a. Concept of Operations.** The OCPA will develop a synchronized and thorough public affairs plan to distribute themes and messages essential to the success of the safety campaign.

**b. Implementation.** Command-information assets will be used across the full spectrum of operations to reach and inform intended audiences. This will include exploration of new means to distribute messages.

**c. Audiences.** Our primary audiences include deploying and redeploying troops, specifically the leadership at the unit level, Soldiers in the central region, and Soldiers involved in ongoing contingency operations in the Balkans. The secondary audience includes family members, civilians, and host-nation personnel in the central region.

### **3. RESPONSIBILITIES**

**a. OCPA.** The OCPA—

(1) Has overall responsibility for the direction and approval of command information and public information products in support of the campaign plan.

(2) In conjunction with the IMA-E Public Affairs Officer, will lead in the preparation and execution of public affairs actions in support of the winter safety campaign.

**b. IMA-E Public Affairs Officer.** The IMA-E Public Affairs Officer will—

(1) Produce command information press releases and news, radio, and television command information spots to highlight safety issues related to reintegration in the central region.

(2) Solicit assistance from American Forces Network (AFN) and OCPA as needed to produce news, radio, and television command information spots to promote safety issues related to reintegration in the central region.

#### **4. PUBLIC AFFAIRS PLANNING**

Centralized public affairs planning with decentralized execution will take place throughout the area of responsibility for execution of public affairs support to the campaign plan.

#### **5. COMMANDER'S INTENT**

The intent of the public affairs campaign is to—

a. Use public affairs material and media to increase personnel safety awareness and prevent accident-related injuries and deaths.

b. Create an overarching plan to manage risks.

c. Ensure every officer, noncommissioned officer, and enlisted Soldier receives training and has the skills needed to identify improper procedures and unacceptable risks for foreseen challenges faced during the operation.

d. Ensure all redeploying Soldiers are reintegrated into the European environment in a controlled manner.

e. Ensure leaders take every opportunity to eliminate risks, such as by providing transportation and considering alternatives to putting Soldiers in situations where they could make wrong decisions.

#### **6. EXECUTION**

Safety issues will be addressed in three separate categories within the campaign as defined in the USAREUR Safety Campaign plan:

a. Provide safety support to deployment operations.

b. Help support the return of forces.

c. Provide continued safety support to the central region and operations in the Balkans.

## 7. THEME

The OCPA will develop a theme and slogan for the Winter Safety Campaign. All information distributed to the intended audiences, regardless of how, will carry the same theme and campaign slogan.

## 8. METHODS

During the campaign, the OCPA will use wide-reaching resources to inform the public on safety issues outlined in the campaign plan and how to avoid casualty-causing pitfalls. The following illustrates how information related to this campaign will be distributed. Other means of distribution will be explored during the campaign.

**a. AFN Radio and Television Commercials.** 29- and 59-second commercials illustrating safety concerns and how to avoid a problem geared to a specific audience.

**b. AFN Radio and Television Stories.** Stories addressing specific safety concerns geared to a specific audience. These stories cover issues more “in depth” than commercials, but have a short life span.

**c. Print Articles.** Printed stories, with photographs when possible, explaining safety issues outlined in this plan. This includes distributing internally produced stories to the Stars and Stripes, area support group (ASG) newspapers, and all public affairs offices in the Army in Europe. Printed material will also be posted on the USAREUR homepage.

**d. Pop-Up Messages.** Although pop-up messages have become widely hated, they remain an effective way to ensure quick messages reach the targeted audience. One possible idea is to display a pop-up message whenever a user opens the USAREUR homepage. These messages will carry the same safety theme but may be changed to address different safety issues.

**e. Army and Air Force Exchange Service (AAFES) Movie Previews.** All AAFES theaters in the USAREUR footprint aired *Drive to Arrive* commercials before the showing of the featured movie during the *Drive to Arrive* campaign. Television commercials produced for AFN may be inserted before featured movies begin in all AAFES theaters.

**f. Advertising Banners.** Large banners supporting the campaign theme and showing the campaign slogan displayed at all Army in Europe installation entry and exit gates.

**g. Pocket Leader Safety Guides.** A laminated safety guide small enough to fit into a battle dress uniform (BDU) cargo pocket. This guide will address each safety issue (for example, convoy operations safety, railhead operations safety, cold-weather injuries).

(1) Each guide will be a two-sided card. One side will have teaching points on the topic. The other side will include a “ramp check” list of leader tasks to ensure safe execution.

(2) Public affairs officers will work with safety campaign planning personnel and determine which issues will be addressed on pocket safety guides.

## **9. COORDINATING INSTRUCTIONS**

a. The OCPA and IMA-E will coordinate their proposed public affairs materials with each other as part of normal staffing processes.

b. Unit, ASG, and base support battalion public affairs officers will coordinate proposed public affairs materials and media opportunities with one another and their respective staffs as appropriate.

c. A tracking system will be developed and implemented by the USAREUR Safety and Occupational Health Office to confirm that messages have been distributed to the field.